VISIONARIES

JAMSETJI TATA

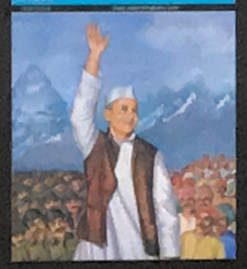
They said Jamsetji Nusserwanji Tata turned mud into gold. Or was it skilful management, clear thinking and honesty that did the trick? He had an uncanny knack for recognising a good business opportunity and a selfless will to improve the lot of his countrymen. Thus a little known Zoroastrian family became the foremost business house in India's industrial history.

OTHER ACK VISIONARIES:

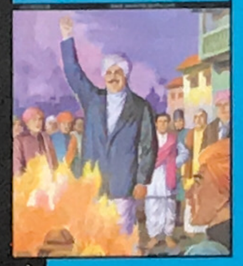
J.R.D. TATA

MAHATMA GANDHI

LAL BAHADUR SHASTRI



SUBRAMANIA BHARATI



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JAMSETJI TATA

THE MAN WHO SAW TOMORROW

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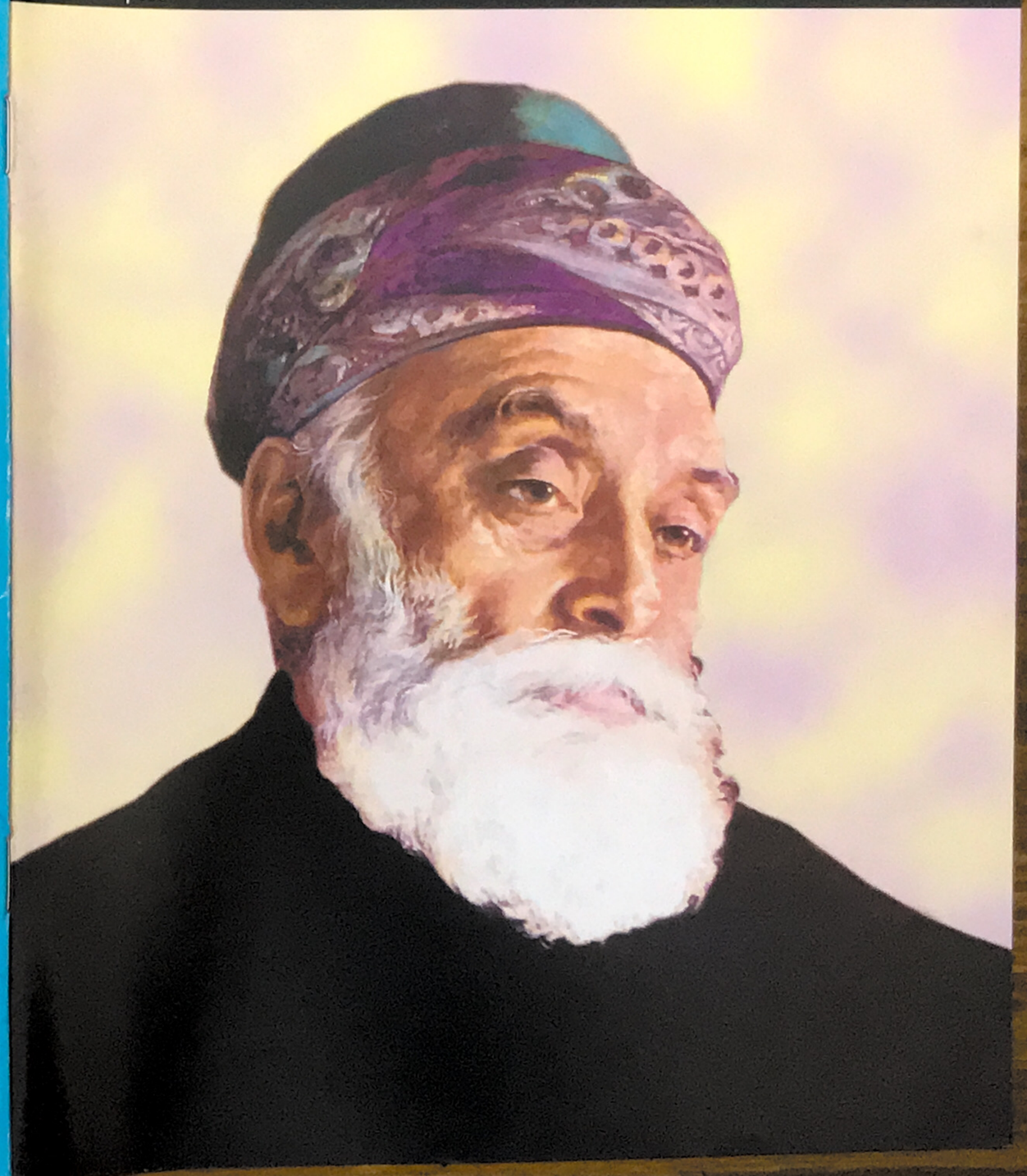
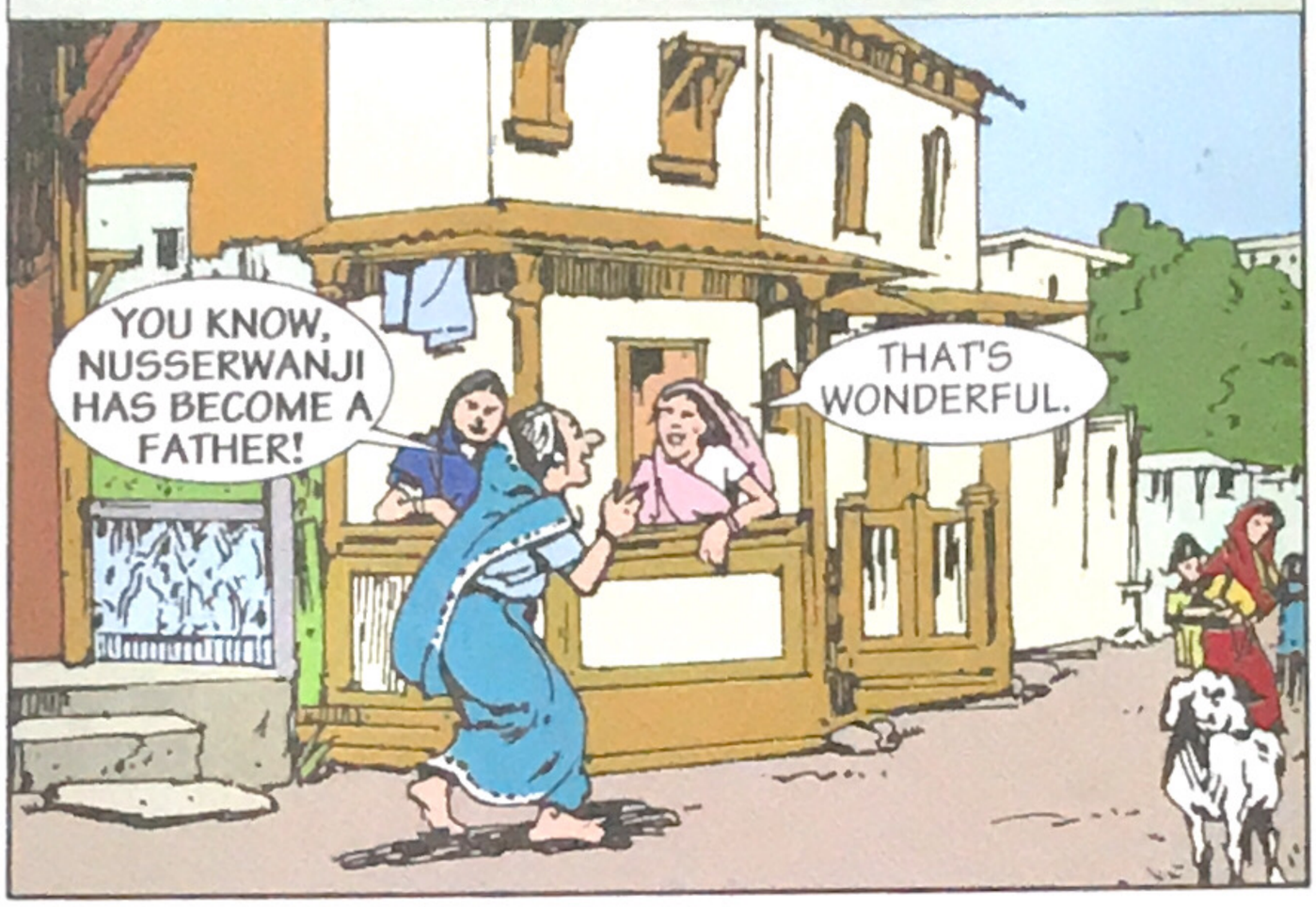
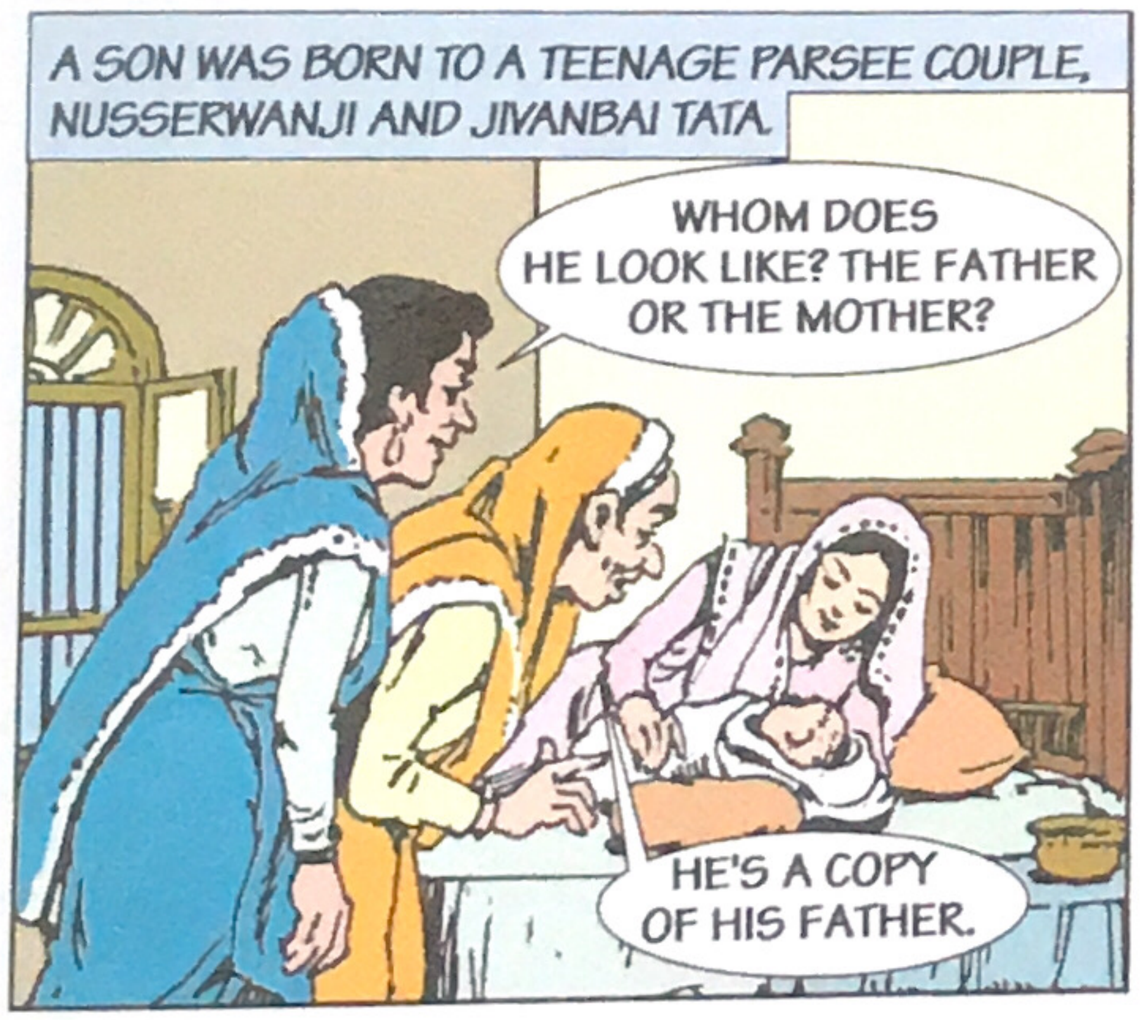


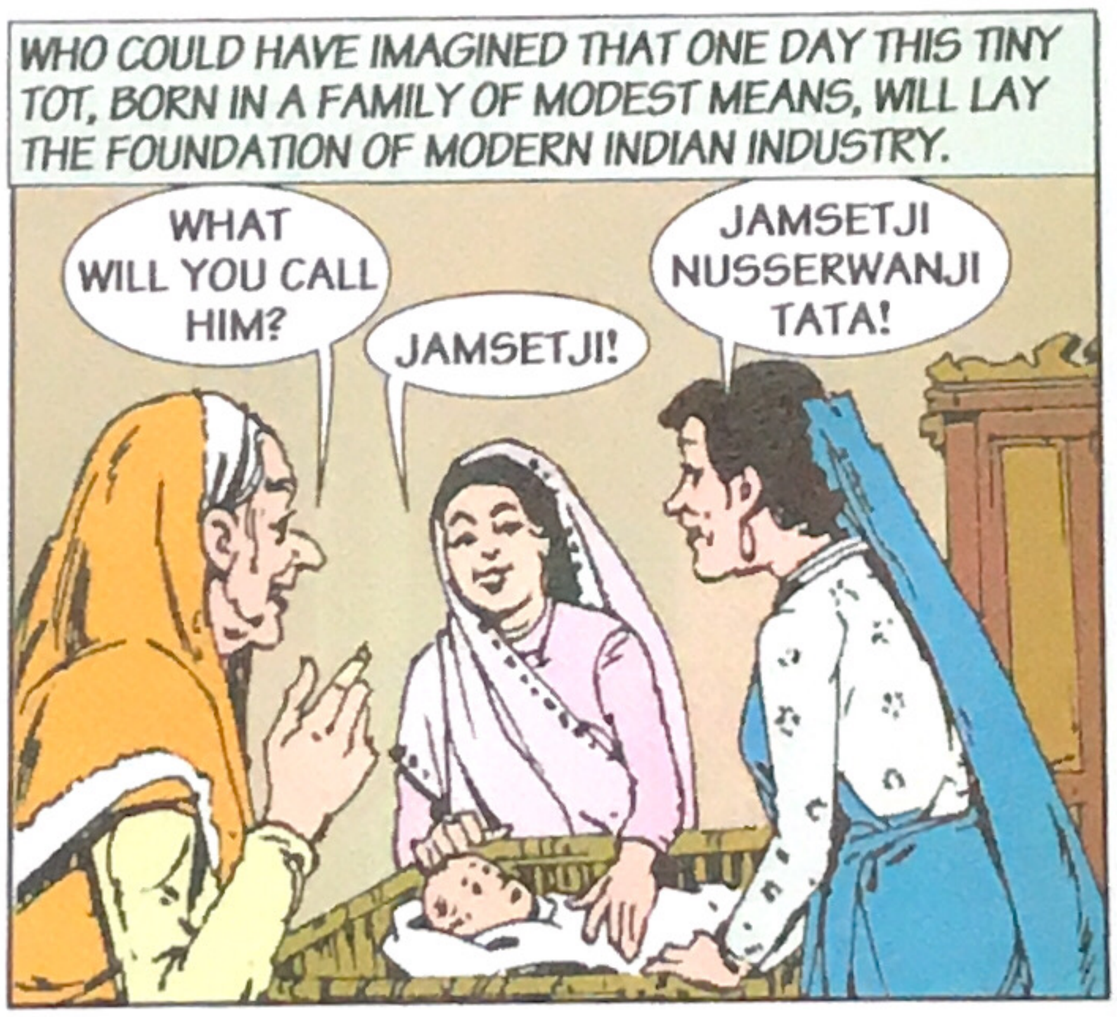
THE MAN WHO SAW TOMORROW

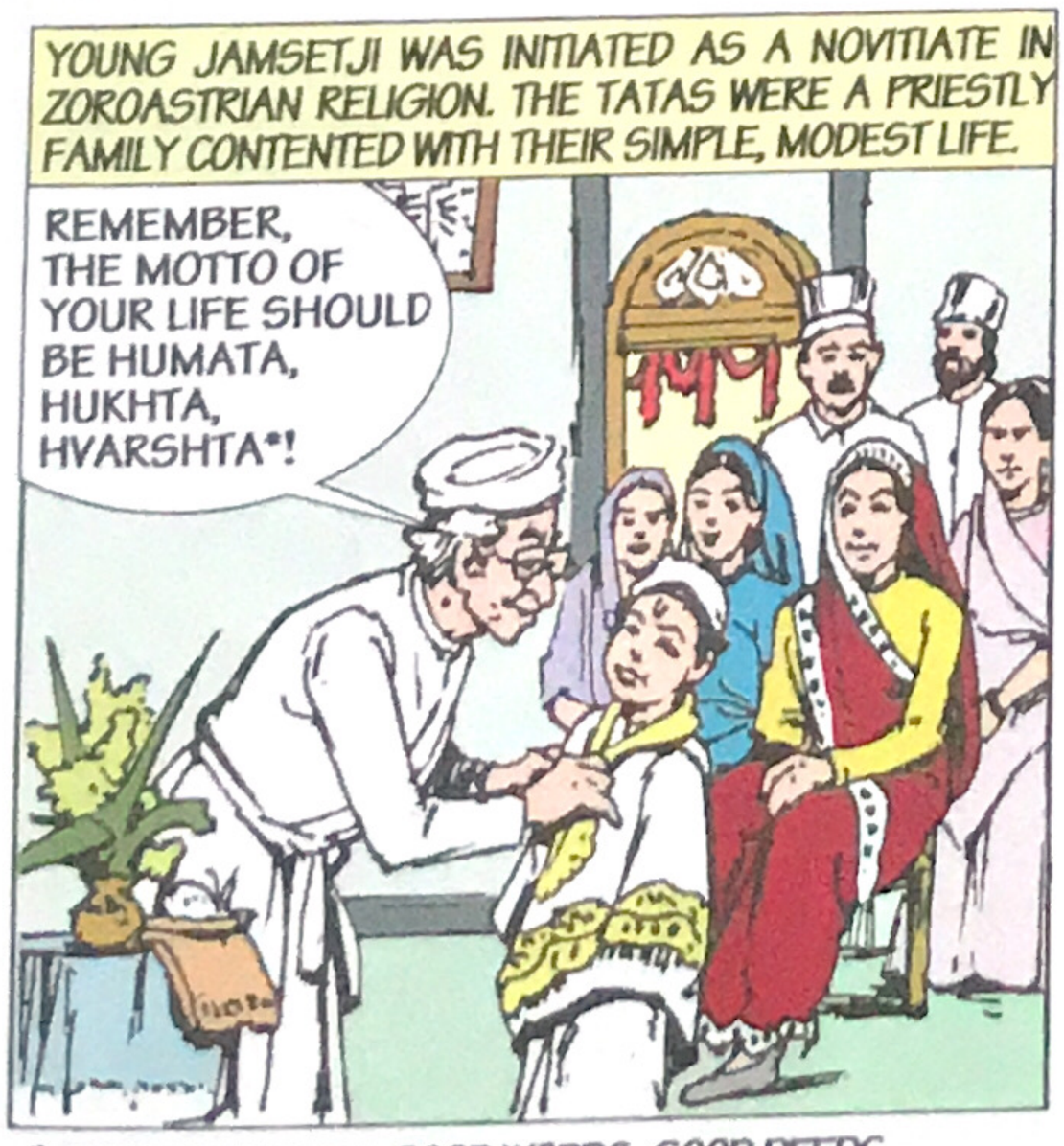
JAMSETJI TATA

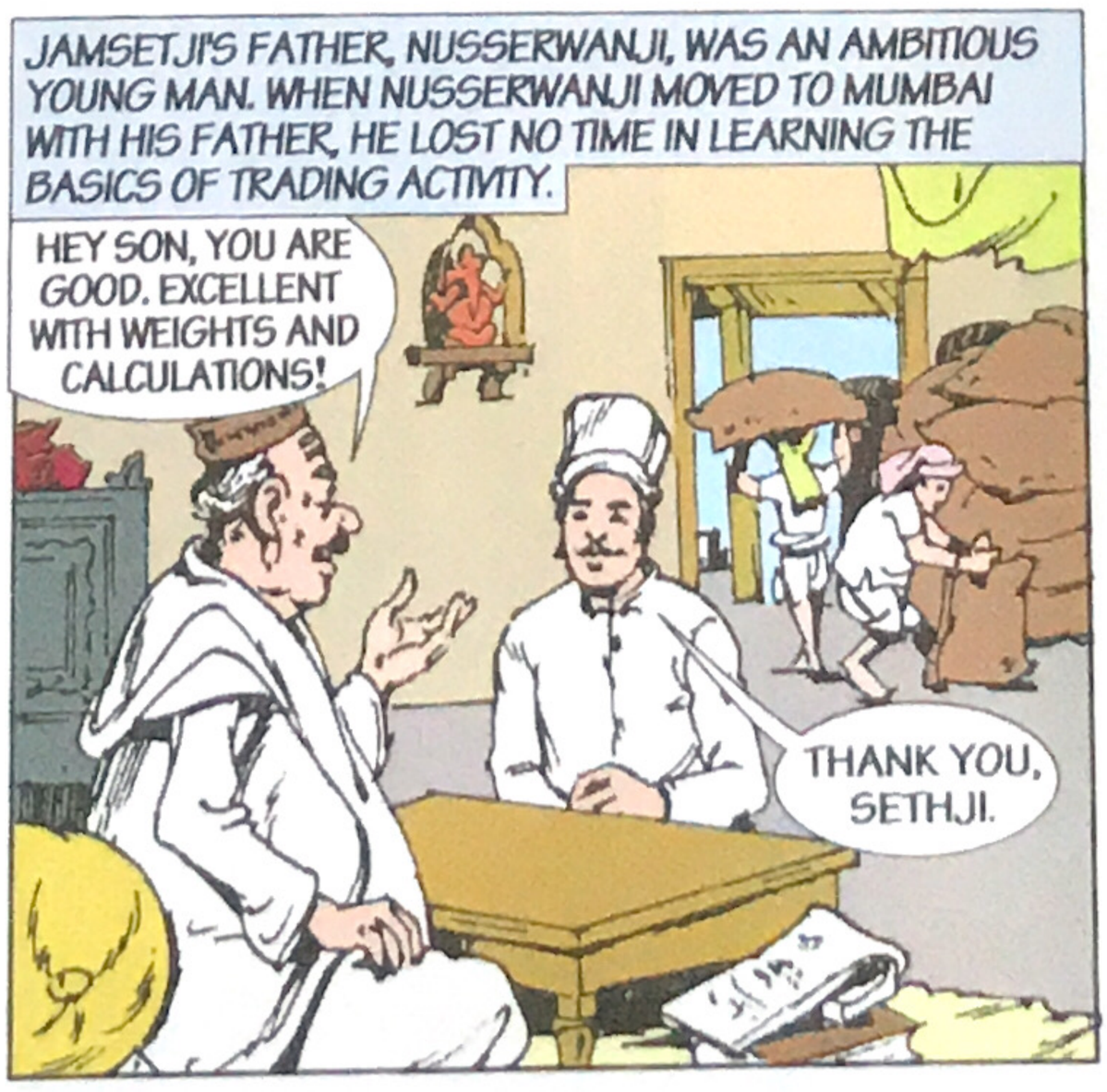
HUMATA, HUKHTA, HVARSHTA*



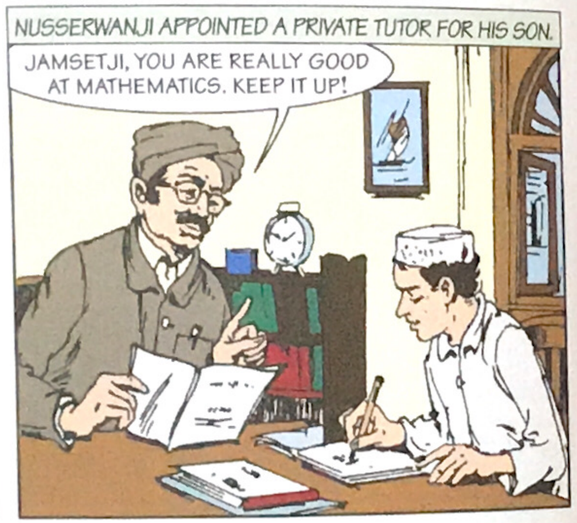


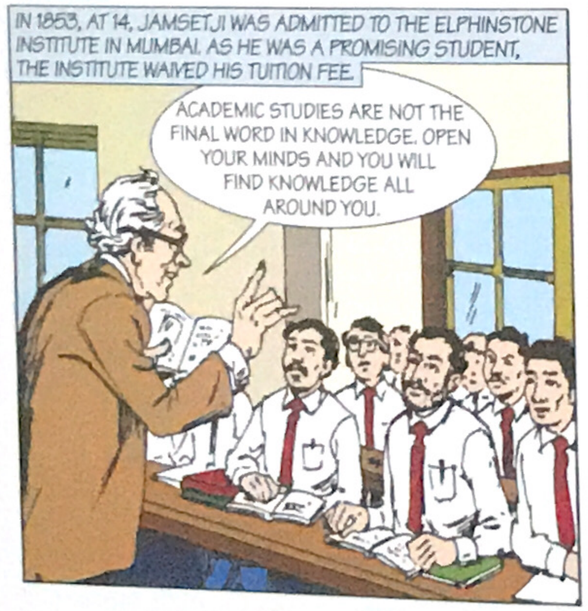


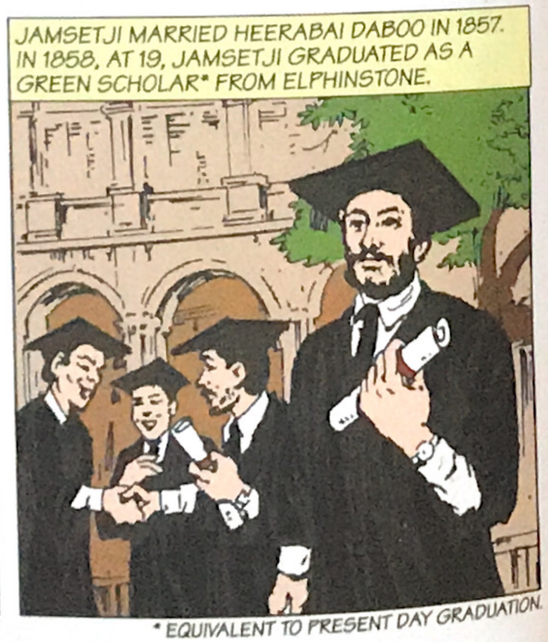




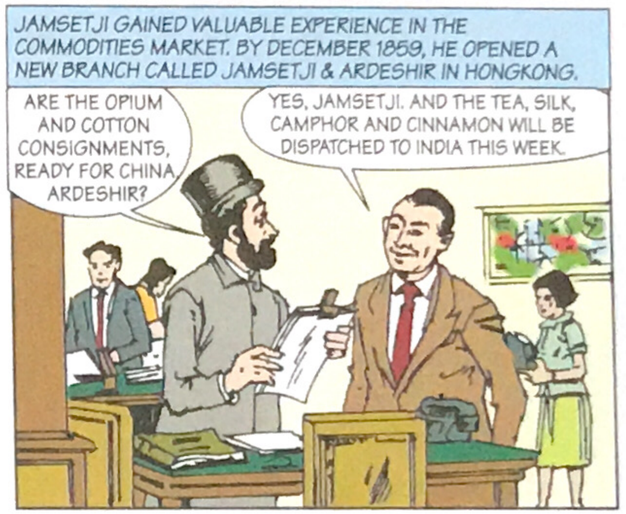
* GOOD THOUGHTS, GOOD WORDS, GOOD DEEDS.

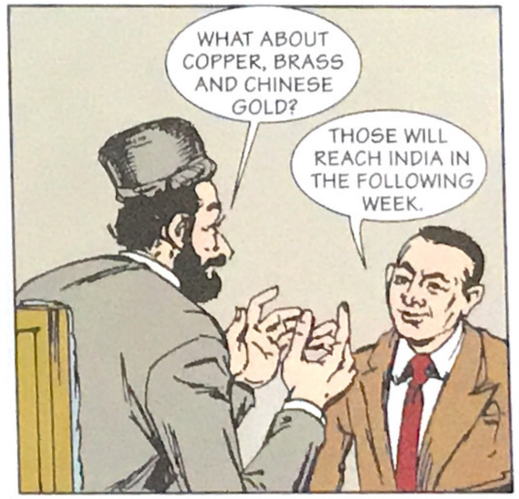


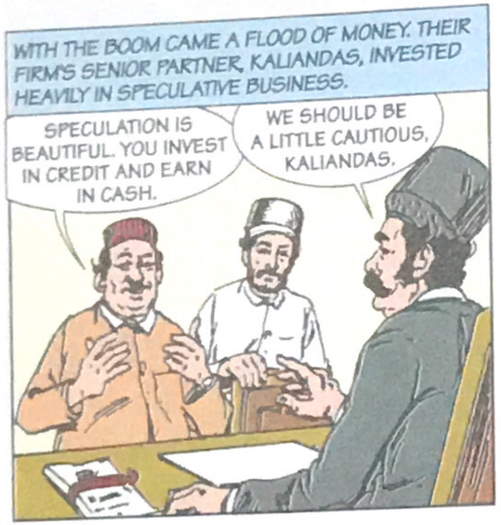


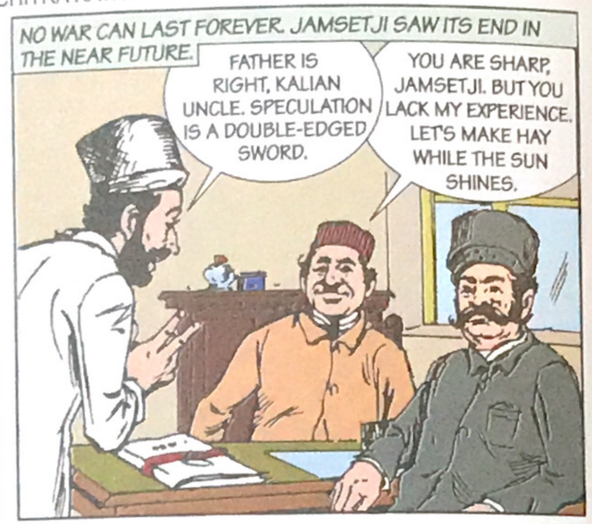


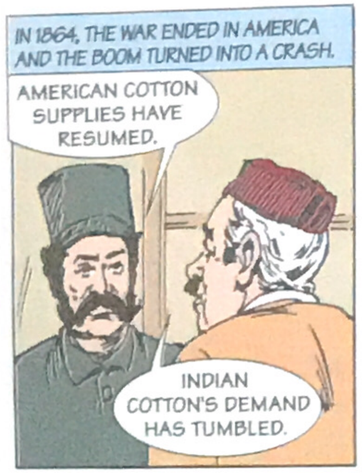
* EQUIVALENT TO PRESENT DAY GRADUATION.






WITH THE BOOM CAME A FLOOD OF MONEY. THEIR FIRM'S SENIOR PARTNER, KALIANDAS, INVESTED HEAVILY IN SPECULATIVE BUSINESS.
SPECULATION IS BEAUTIFUL. YOU INVEST IN CREDIT AND EARN IN CASH.
WE SHOULD BE A LITTLE CAUTIOUS, KALIANDAS.


NO WAR CAN LAST FOREVER. JAMSETJI SAW ITS END IN THE NEAR FUTURE.
FATHER IS RIGHT, KALIAN UNCLE. SPECULATION IS A DOUBLE-EDGED SWORD.
YOU ARE SHARP, JAMSETJI. BUT YOU LACK MY EXPERIENCE. LET'S MAKE HAY WHILE THE SUN SHINES.

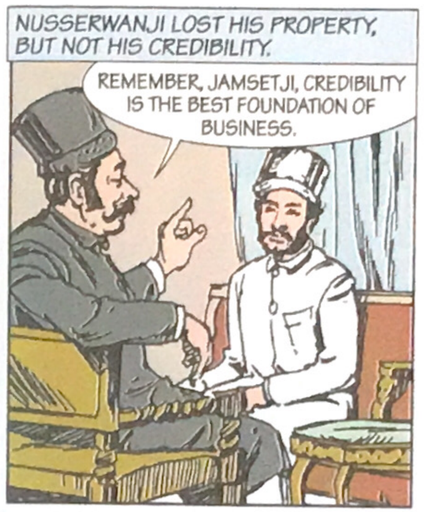

IN 1864, THE WAR ENDED IN AMERICA AND THE BOOM TURNED INTO A CRASH.
AMERICAN COTTON SUPPLIES HAVE RESUMED.
INDIAN COTTON'S DEMAND HAS TUMBLED.

OUR COMPANY IS RUINED!

THE COMPANY IS, I AM NOT!
HOW?

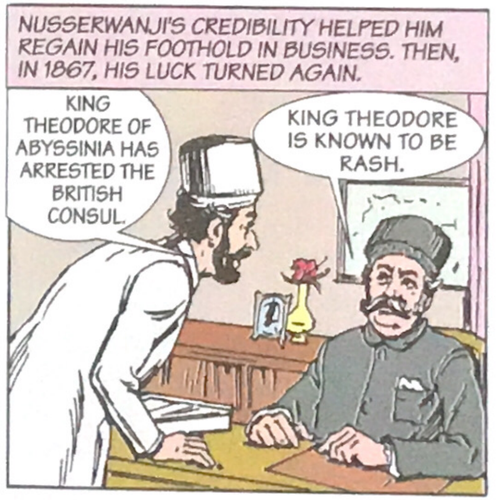
NUSSERWANJI KNEW HOW! HE SOLD HIS THREE-STOREY PALATIAL HOUSE AND OTHER ASSETS, AND MOVED TO MODEST RENTED PREMISES.

BY SELLING HIS PROPERTY NUSSERWANJI PAID OFF HIS CREDITORS.
HERE IS YOUR MONEY, SETHJI.
I MUST SAY YOU ARE A MAN OF YOUR WORD, NUSSERWANJI!

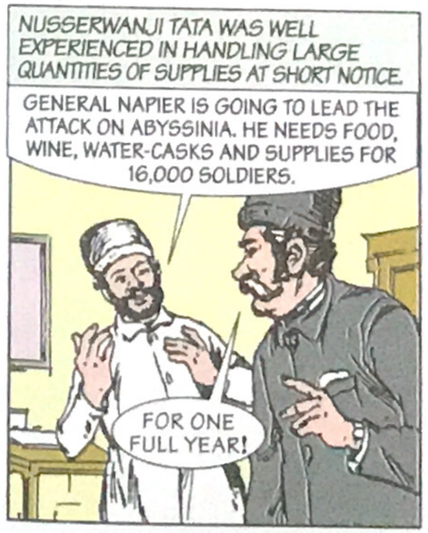

NUSSERWANJI LOST HIS PROPERTY, BUT NOT HIS CREDIBILITY.
REMEMBER, JAMSETJI, CREDIBILITY IS THE BEST FOUNDATION OF BUSINESS.

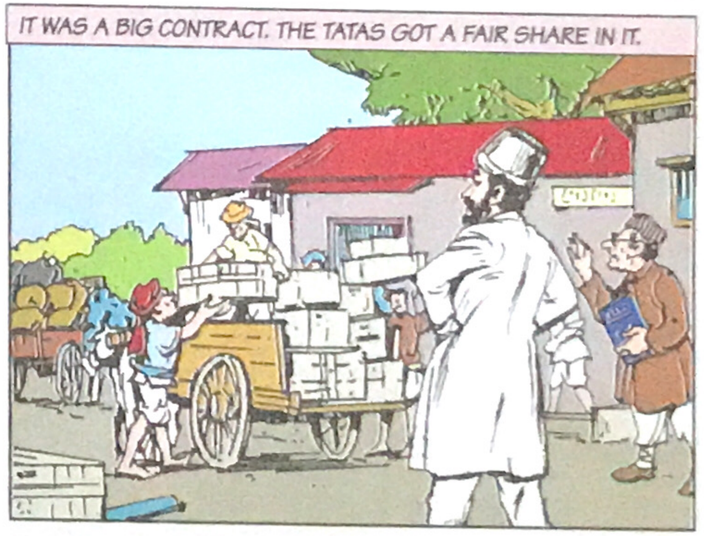
EVERYTHING IS NOT LOST, IF YOU DON'T LOSE YOUR CREDIBILITY.

HUMATA, HUKHTA, HVARSHTA!


NUSSERWANJI'S CREDIBILITY HELPED HIM REGAIN HIS FOOTHOLD IN BUSINESS. THEN, IN 1867, HIS LUCK TURNED AGAIN.
KING THEODORE OF ABYSSINIA HAS ARRESTED THE BRITISH CONSUL.
KING THEODORE IS KNOWN TO BE RASH.

THE BRITISH ARE MOUNTING AN ATTACK ON HIM.
THE BRITISH ARMY WILL NEED URGENT SUPPLIES.


NUSSERWANJI TATA WAS WELL EXPERIENCED IN HANDLING LARGE QUANTITIES OF SUPPLIES AT SHORT NOTICE.
GENERAL NAPIER IS GOING TO LEAD THE ATTACK ON ABYSSINIA. HE NEEDS FOOD, WINE, WATER-CASKS AND SUPPLIES FOR 16,000 SOLDIERS.
FOR ONE FULL YEAR!


IT WAS A BIG CONTRACT. THE TATAS GOT A FAIR SHARE IN IT.

THE TATAS EARNED A SUBSTANTIAL PROFIT FROM THE WAR CONTRACT. JAMSETJI NOW PLANNED TO START A NEW VENTURE.

FATHER, MY FRIEND SHEIKH ADAM AND I WANT TO BUY THAT OIL MILL AT CHINCHPOKLI.

WHY THAT DERELICT MILL?

WE WILL TURN IT INTO A COTTON MILL.

THAT'S A GOOD IDEA. AFTER ALL, MUMBAI IS THE COTTONOPOLIS OF INDIA.

IN 1869, JAMSETJI PURCHASED THE MILL AND CONVERTED THE DISUSED OIL MILL INTO A TEXTILE MILL.

WE SHALL NAME IT ALEXANDRA MILL.

AFTER PRINCESS ALEXANDRA!

WITHIN TWO YEARS -

CONGRATULATIONS, JAMSETJI. WE'VE EARNED A DECENT PROFIT.

YES. LET'S SELL THE MILL NOW.

WHY?

I WANT TO SET UP A NEW MILL WITH THE MOST MODERN MACHINERY.

JAMSETJI'S SECOND SON, RATAN TATA, WAS BORN DURING THE COURSE OF THIS YEAR, 1871.

THE SELLING OF THE ALEXANDRA MILL WAS HIS FIRST STEP TOWARDS FUTURE STRATEGY. JAMSETJI WAS NOT INTERESTED IN ORDINARY VENTURES.

FATHER, MAY I GO TO ENGLAND?

SURE. BUT WHY NOW?

I WANT TO STUDY THE LANCASHIRE COTTON INDUSTRY.

GOOD DECISION, SON. THEY ARE THE WORLD LEADERS.

JAMSETJI'S VISION WAS ABSOLUTELY CLEAR AND FOCUSSED.

ONE DAY WE WILL HAVE TO COMPETE WITH THEM. SO, LET'S BE PREPARED.

SOUND THINKING, SON!

ON APRIL 26, 1873, JAMSETJI SET SAIL TO ENGLAND. HE TOOK A LONG ROUTE TO WIDEN HIS MENTAL HORIZON. THE ROUTE HE SELECTED TOOK HIM THROUGH EGYPT, SYRIA, PALESTINE, TURKEY AND RUSSIA.

IN ENGLAND, JAMSETJI'S HOSTESS THOUGHT HIS HABITS WERE STRANGE.

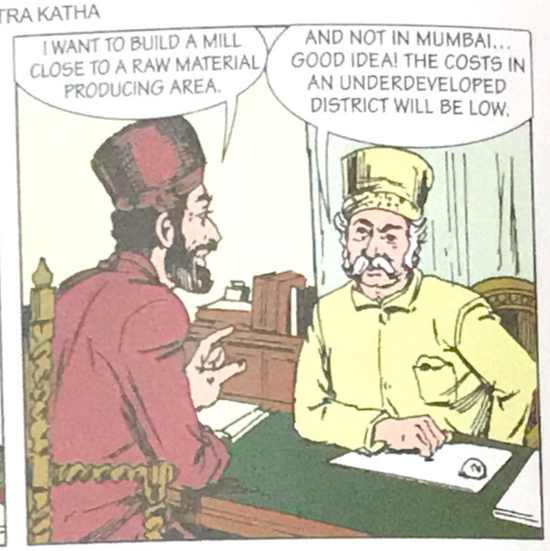
HE INSISTS ON TAKING HIS BATH IN THE MORNING!

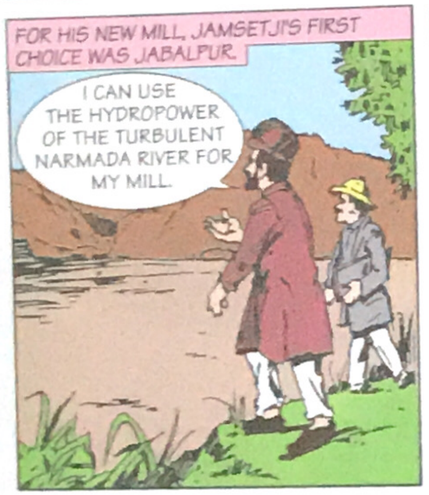
NOT LIKE US IN THE EVENING!

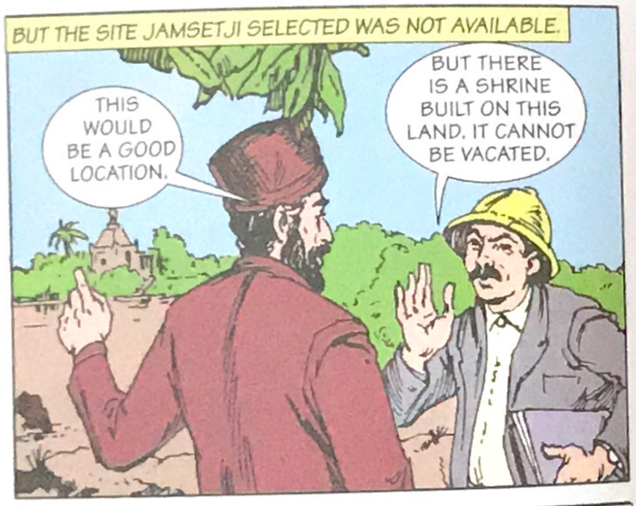
HE NEVER EATS HIS BREAKFAST BEFORE TAKING HIS BATH.

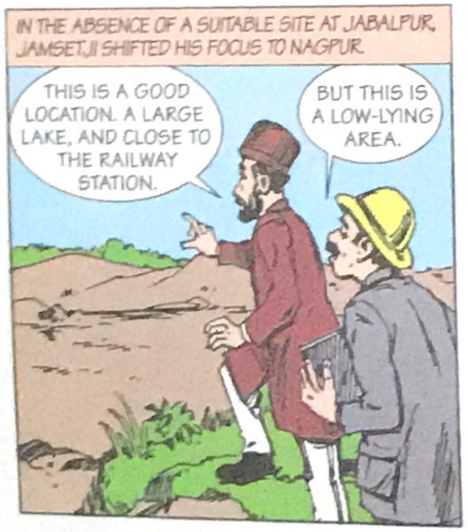
FASCINATING!

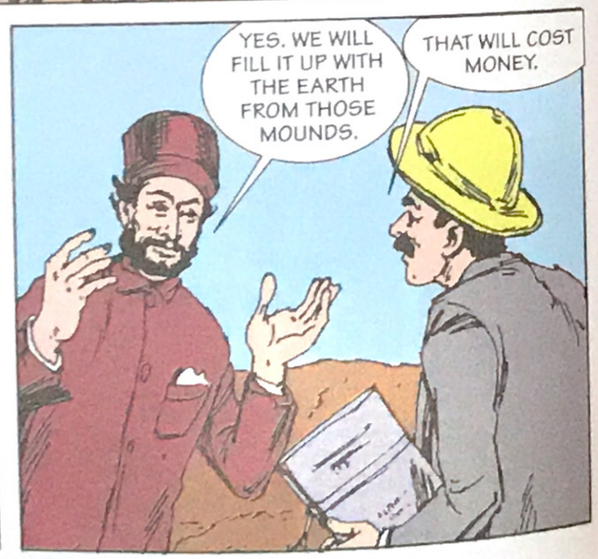
HE RETURNED TO MUMBAI IN 1874. AFTER A THOROUGH PREPARATION OF SIX YEARS, JAMSETJI TOOK HIS NEXT STEP.
I AM NOW READY TO START A NEW COTTON MILL.
A NEW MILL? THEN WHY DID YOU SELL ALEXANDRA MILL.


I WANT TO BUILD A MILL CLOSE TO A RAW MATERIAL PRODUCING AREA.
AND NOT IN MUMBAI... GOOD IDEA! THE COSTS IN AN UNDERDEVELOPED DISTRICT WILL BE LOW.

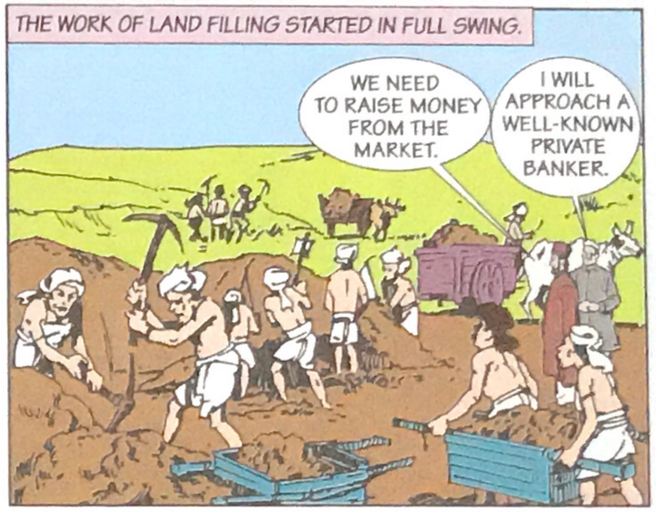

FOR HIS NEW MILL, JAMSETJI'S FIRST CHOICE WAS JABALPUR.
I CAN USE THE HYDROPOWER OF THE TURBULENT NARMADA RIVER FOR MY MILL.

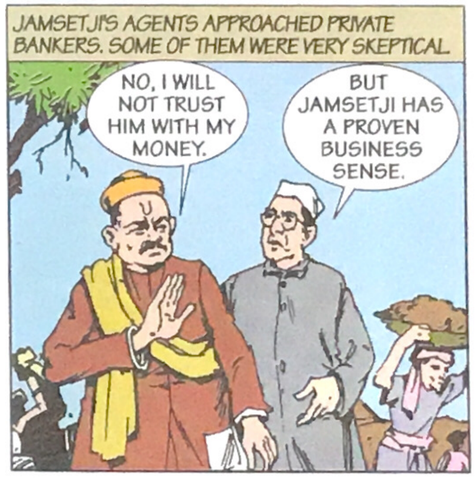

BUT THE SITE JAMSETJI SELECTED WAS NOT AVAILABLE.
THIS WOULD BE A GOOD LOCATION.
BUT THERE IS A SHRINE BUILT ON THIS LAND. IT CANNOT BE VACATED.

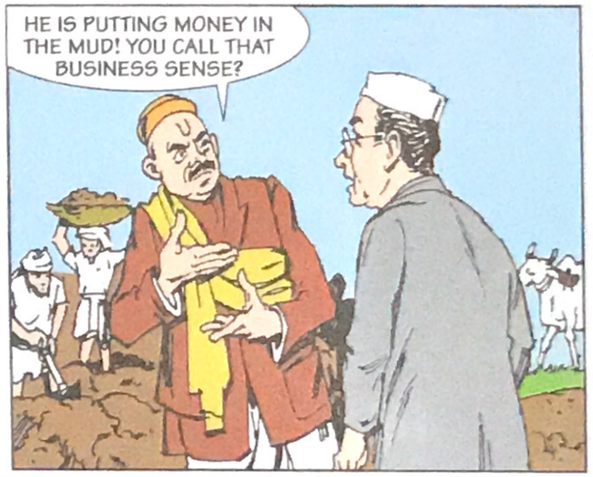

IN THE ABSENCE OF A SUITABLE SITE AT JABALPUR, JAMSETJI SHIFTED HIS FOCUS TO NAGPUR.
THIS IS A GOOD LOCATION. A LARGE LAKE, AND CLOSE TO THE RAILWAY STATION.
BUT THIS IS A LOW-LYING AREA.


YES. WE WILL FILL IT UP WITH THE EARTH FROM THOSE MOUNDS.
THAT WILL COST MONEY.

IT WILL BE ECONOMICAL IN THE LONG RUN.


THE WORK OF LAND FILLING STARTED IN FULL SWING.
WE NEED TO RAISE MONEY FROM THE MARKET.
I WILL APPROACH A WELL-KNOWN PRIVATE BANKER.


JAMSETJI'S AGENTS APPROACHED PRIVATE BANKERS. SOME OF THEM WERE VERY SKEPTICAL.
NO, I WILL NOT TRUST HIM WITH MY MONEY.
BUT JAMSETJI HAS A PROVEN BUSINESS SENSE.


HE IS PUTTING MONEY IN THE MUD! YOU CALL THAT BUSINESS SENSE?

SIR, A PROMINENT BANKER REFUSED TO FINANCE THE PROJECT.
DON'T WORRY. OUR IDEA WILL SUCCEED.

LATER, WHEN JAMSETJI'S MILL STARTED EARNING HANDSOME PROFITS, THE BANKER RUED HIS DECISION.
I WAS WRONG. HE DID NOT PUT MONEY IN THE MUD.

HE TURNED MUD INTO GOLD!

JAMSETJI TATA'S NAGPUR MILL OPENED ON JANUARY 1, 1877. THE DATE COINCIDED WITH THE PROCLAMATION OF QUEEN VICTORIA AS THE EMPRESS OF INDIA. TO MARK THIS OCCASION, THE MILL WAS NAMED THE EMPRESS MILL.

WE DO NOT CLAIM TO BE MORE UNSELFISH THAN OTHERS. BUT WE HAVE ALWAYS FOLLOWED SOUND AND STRAIGHTFORWARD BUSINESS PRINCIPLES.

FOR SEVERAL YEARS, JAMSETJI TATA STAYED AT NAGPUR. HE WAS KEEN TO MOVE AHEAD WITH HIS OTHER PLANS.

I NEED SOMEONE TO RUN THE MILL AS PER MY STANDARDS.

IN 1876, JAMSETJI FOUND HIS MAN IN BEZONJI DADABHAI MEHTA, A GOODS SUPERINTENDENT ON THE GREAT INDIAN PENINSULAR RAILWAY.

HEY, THERE! DON'T MIX UP THE PARCELS.

PLACE THEM IN THE ORDER THEY WILL BE OFFLOADED AT DIFFERENT STATIONS.

THIS MAN IS EFFICIENT AND VERY WELL ORGANISED.

BEZONJI HAD NO KNOWLEDGE OF RUNNING A MILL. JAMSETJI PERSONALLY TRAINED HIM.

BEZONJI, I WANT TO BE FREE. SO, I AM COUNTING ON YOU TO TAKE CHARGE OF THE MILL.

I WILL DO MY BEST, SIR!

AFTER TWO YEARS OF INTENSE TRAINING —

BEZONJI, I AM GOING TO LEAVE EMPRESS UNDER YOUR CHARGE.

I WILL TAKE GOOD CARE, AS PER YOUR WISHES.

I KNOW YOU WILL. BUT I MAY NEED YOUR HELP IN OTHER PROJECTS TOO.

WHATEVER YOU WISH, SIR.

BEZONJI NOT ONLY MANAGED THE EMPRESS MILL WELL, HE BECAME A VALUABLE ADVISOR TO JAMSETJI IN ALL HIS MAJOR PROJECTS.

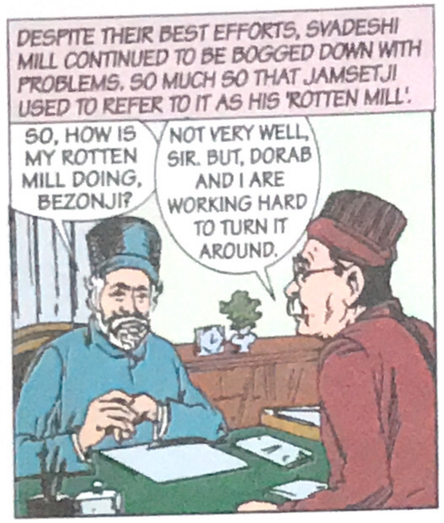
YEAR AFTER YEAR, THE DIVIDENDS OF THE EMPRESS MILL INCREASED. BEZONJI'S FAME SPREAD FAR AND WIDE. IN FACT, MUCH LATER, IN 1911, WHEN KING GEORGE V CAME TO INDIA, BEZONJI WAS INVITED TO THE ROYAL SALOON AT THE NAGPUR RAILWAY STATION. THERE, HE WAS KNIGHTED BY THE KING.

RISE, SIR BEZONJI. I BELIEVE YOU HAVE A SPLENDID MILL HERE!

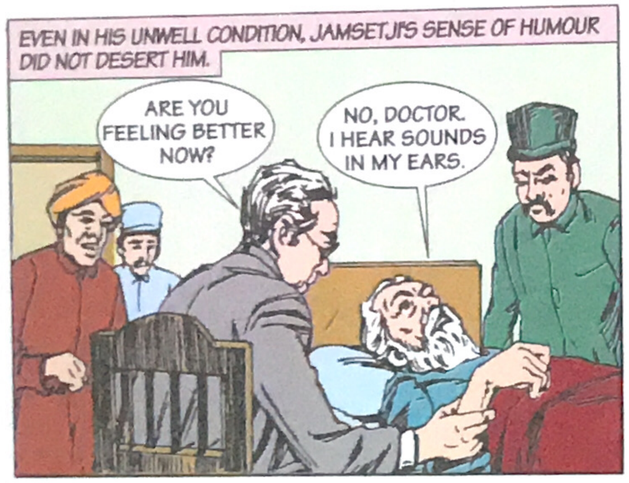
NAGPORE

IN 1878, JAMSETJI RETURNED TO MUMBAI.
BEZONJI IS MANAGING EMPRESS MILL WELL. I SHOULD CONCENTRATE ON OTHER PLANS.
INDIAN MILLS PRODUCE COARSE CLOTH. WE MUST PRODUCE FINER VARIETIES TO COMPETE WITH THE BRITISH PRODUCTS.
MEANWHILE, THE SWADESHI MOVEMENT WAS GAINING GROUND IN INDIA. DADABHAI NAOROJI WAS SPEARHEADING THE MOVEMENT.
I HAVE DATA TO PROVE THAT THE BRITISH RULE IS CREATING POVERTY IN INDIA.
THEIR TRADE RULES ARE UNFAVOURABLE TO THE INDIAN BUSINESS.
THE CONCEPT OF SWADESHI APPEALED TO JAMSETJI.
GERMANS AND JAPANESE ARE BUILDING THEIR NATIONS ON STABLE TRADE AND INDUSTRY. SO SHOULD WE INDIANS.
WE MUST HAVE OUR OUR OWN SWADESHI INDUSTRY.
I SHALL NAME MY NEXT MILL SVADESHI.

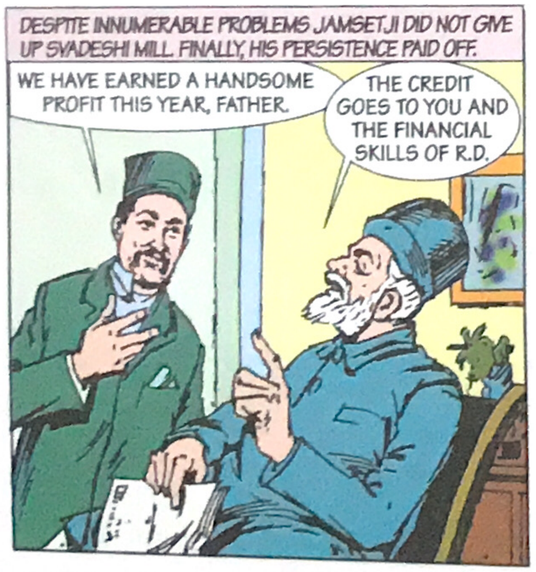
AROUND THIS TIME, DHARAMSEE MILL IN THE KURLA AREA OF MUMBAI WAS PUT UP FOR PUBLIC SALE.
I SHALL BID FOR THIS MILL.
DON'T, SIR. THIS MILL HAS NEVER DONE WELL. IT IS JINXED.
JAMSETJI POSSESSED AN IRON WILL. HE COULDN'T BE DETERRED BY SUPERSTITIONS.
I AM GETTING A MILLWORTH RS 50 LAKHS FOR TWELVE AND A HALF!
JINX OR NO JINX, THIS IS A GOOD BARGAIN.
AGAINST HIS ADVISORS' OPINIONS, JAMSETJI BOUGHT THE DHARAMSEE MILL.
THIS IS GOING TO BE MY SVADESHI MILL.
BUT THE APPREHENSIONS OF JAMSETJI'S ADVISORS WERE CORRECT. DHARAMSEE/SVADESHI MILL DID NOT PERFORM WELL.
WE WERE WARNED THAT THIS MILL IS JINXED!
RUBBISH! THE REAL REASON IS POOR MANAGEMENT AND OUTDATED MACHINERY.
LET'S CHANGE BOTH OF THEM!
JAMSETJI BROUGHT HIS TRUSTED ADVISOR BEZONJI FROM NAGPUR.
BEZONJI, LET US REVAMP THE ENTIRE SYSTEM.
JAMSETJI PUT HIS SON DORAB TATA UNDER BEZONJI TO GET A FIRST HAND EXPERIENCE OF MANAGEMENT.
DORAB, THE FIRST TASK IS TO REPLACE THE OUTDATED MACHINES WITH THE LATEST.
YES, BEZONJI.

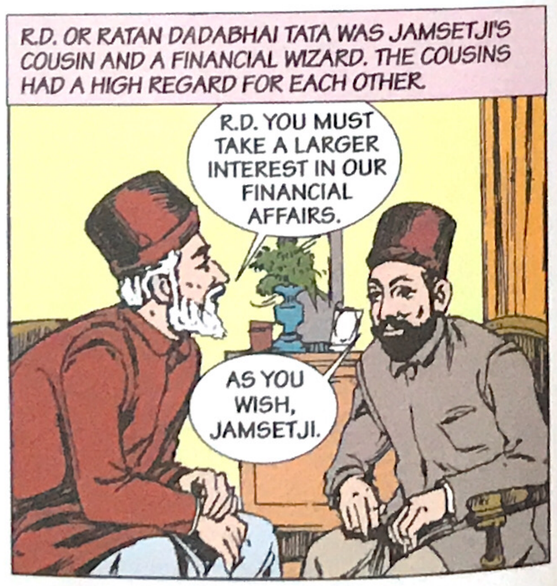

DESPITE THEIR BEST EFFORTS, SVADESHI MILL CONTINUED TO BE BOGGED DOWN WITH PROBLEMS, SO MUCH SO THAT JAMSETJI USED TO REFER TO IT AS HIS 'ROTTEN MILL'.
SO, HOW IS MY ROTTEN MILL DOING, BEZONJI?
NOT VERY WELL, SIR. BUT, DORAB AND I ARE WORKING HARD TO TURN IT AROUND.

ADVANCING AGE AND A MILL NOT DOING WELL HAD THEIR EFFECT ON JAMSETJI'S HEALTH. ONCE, ON A VISIT TO NAGPUR -
CALL A DOCTOR! RIGHT NOW!!

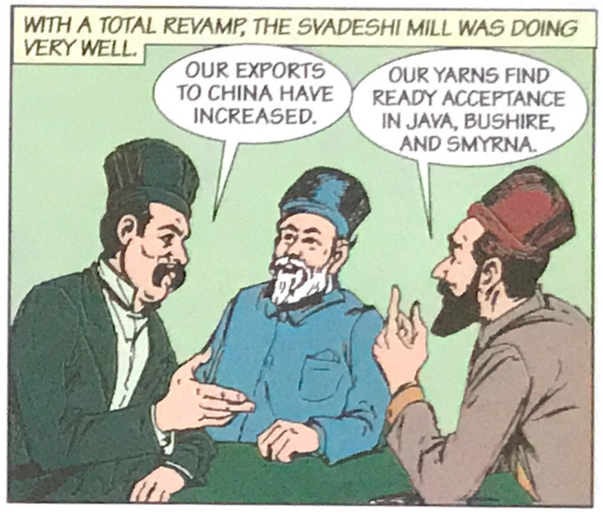

EVEN IN HIS UNWELL CONDITION, JAMSETJI'S SENSE OF HUMOUR DID NOT DESERT HIM.
ARE YOU FEELING BETTER NOW?
NO, DOCTOR. I HEAR SOUNDS IN MY EARS.

WHAT KIND OF SOUNDS?
SOUNDS OF MY ROTTEN MILL MACHINERY!


DESPITE INNUMERABLE PROBLEMS JAMSETJI DID NOT GIVE UP SVADESHI MILL. FINALLY, HIS PERSISTENCE PAID OFF.
WE HAVE EARNED A HANDSOME PROFIT THIS YEAR, FATHER.
THE CREDIT GOES TO YOU AND THE FINANCIAL SKILLS OF R.D.


R.D. OR RATAN DADABHAI TATA WAS JAMSETJI'S COUSIN AND A FINANCIAL WIZARD. THE COUSINS HAD A HIGH REGARD FOR EACH OTHER.
R.D. YOU MUST TAKE A LARGER INTEREST IN OUR FINANCIAL AFFAIRS.
AS YOU WISH, JAMSETJI.

WHEN JAMSETJI FORMED TATA & SONS IN 1887, HE OFFERED PARTNERSHIP TO R.D. TATA.
YOU ARE MAKING HIM YOUR PARTNER?
ONE SHOULD ALWAYS BE GIVEN HIS DUE. COMMITMENT BEGETS COMMITMENT.
GIVING ONE HIS DUE BECAME A TRADITION IN THE HOUSE OF TATAS.


WITH A TOTAL REVAMP, THE SVADESHI MILL WAS DOING VERY WELL.
OUR EXPORTS TO CHINA HAVE INCREASED.
OUR YARNS FIND READY ACCEPTANCE IN JAVA, BUSHIRE, AND SMYRNA.

IMPROVED QUALITY OFFERED STIFF COMPETITION TO LANCASHIRE PRODUCTS. SO, THE BRITISH DECIDED TO CREATE HURDLES.
P&O SHIPPING DEMANDS HIGHER FREIGHT FROM US THAN THE BRITISH.
STRANGE! P&O IS SUBSIDISED BY THE INDIAN TAXPAYER!

LET US START USING ITALIAN AND AUSTRIAN SHIPPING LINES.
YES, LET P&O LOSE OUR BUSINESS.

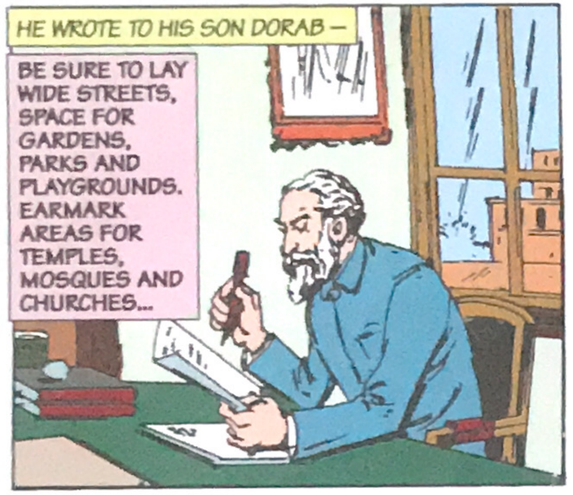
WHEN JAMSETJI TRIED TO BYPASS P&O, THE EUROPEAN SHIPPING COMPANIES PLAYED FOUL.
THE THREE EUROPEAN SHIPPING LINES HAVE FORMED A COMBINE.
THIS IS NOT FAIR.

AND THE BRITISH CLAIM THEY BELIEVE IN FAIR PLAY!
LET'S FIGHT IT.

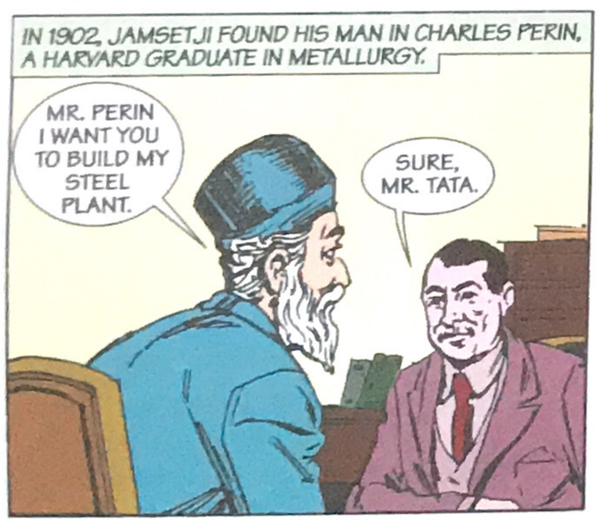
WE WILL START OUR OWN SHIPPING LINE.

TO SEEK COOPERATION IN LAUNCHING HIS SHIPPING LINE, JAMSETJI WENT TO TOKYO.
THANK YOU FOR COMING TO NIPPON YUSEN KAISHA LINE.
WE NEED YOUR HELP IN LAUNCHING OUR SHIPPING LINE IN INDIA.
JAPAN
WE WILL, IF YOU UNDERTAKE TO LEASE OUR STEAMERS AT YOUR RESPONSIBILITY.
CERTAINLY!
JAMSETJI INFORMED HIS SON DORAB ABOUT THE SHIPPING LINE AND SUGGESTED THE NAME TATA LINE*. HE ALSO SUGGESTED THE DESIGN OF THE LINE'S FLAG.
*THIS WAS ONE OF THOSE RARE OCCASIONS WHEN JAMSETJI USED HIS FAMILY NAME FOR ONE OF HIS VENTURES. HE NEVER SOUGHT PERSONAL RECOGNITION.
TATA LINE WAS LAUNCHED. P&O WERE CHARGING Rs.19 PER TON, TATA LINE OFFERED Rs.12.
INDIAN CONSIGNEES ARE LINING UP AT OUR OFFICE.
COUSIN JAMSETJI KNOWS HOW TO FIGHT!
BUT THE P&O COMBINE WAS UP TO MEAN TRICKS AGAIN.
P&O HAVE REDUCED THEIR FREIGHT TO A RIDICULOUS Rs. 1.5.
THEY ARE EVEN OFFERING TO CARRY COTTON FREE TO JAPAN.
THIS IS NOT BUSINESS. IT IS HITTING BELOW THE BELT.
SUCH UNFAIR TACTICS COULD NOT BE FOUGHT BY FAIR MEANS. FOR THE FIRST TIME JAMSETJI ADMITTED DEFEAT. HE CLOSED DOWN HIS SHIPPING LINE.

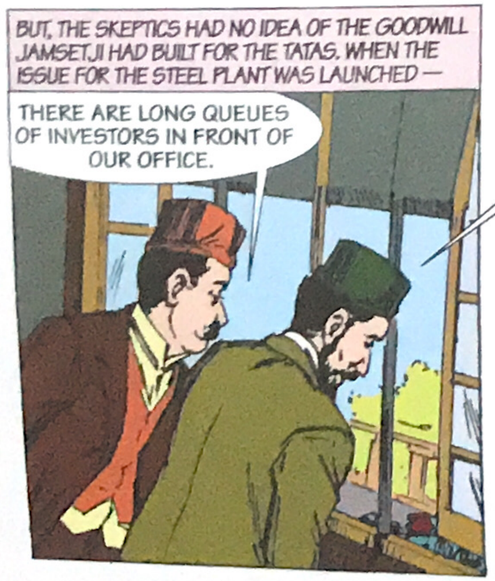
BUT SETBACKS DO NOT DETER GREAT MEN. WITH SINGLE-MINDED DEVOTION, JAMSETJI TATA SET OUT TO REALISE HIS FOUR DREAM PROJECTS - STEEL, INSTITUTE OF SCIENCE, POWER AND A GRAND HOTEL IN MUMBAI. IF SHIPPING WAS AN UNCHARTED TERRITORY FOR AN INDIAN, SO WAS STEEL!
INDIA MUST BE INDUSTRIALISED. AGRICULTURE ALONE CANNOT PROVIDE ENOUGH EMPLOYMENT.
THOMAS CARLYLE SAID - A NATION THAT HAS STEEL WILL HAVE GOLD!
INDIA TOO SHOULD HAVE STEEL.
THE YEAR 1882 BROUGHT THE MESSAGE JAMSETJI WAS WAITING FOR.
HUGE DEPOSITS OF IRON ORE HAVE BEEN FOUND IN CHANDA.
WARORA NEARBY HAS COAL.
JAMSETJI PERSONALLY TOOK THE IRON AND COAL SAMPLES TO GERMANY FOR TESTING.
SORRY MR. TATA, THE COAL IS NOT OF SUITABLE QUALITY.
WE HAVE TO FIND ANOTHER COAL DEPOSIT.
GOOD QUALITY COAL WAS FOUND IN JHARIA IN 1899. INDIA WAS READY FOR STEEL NOW.
IT'S BEEN 17 LONG YEARS, BUT MY DREAM OF A STEEL PLANT WILL BE REALISED!
TO ACQUIRE AN IN-DEPTH KNOWLEDGE OF THE STEEL INDUSTRY, JAMSETJI VISITED AMERICA.
AMERICAN INDUSTRY IS GOOD, BUT NOT THEIR TOWNS.


HE WROTE TO HIS SON DORAB –
BE SURE TO LAY WIDE STREETS, SPACE FOR GARDENS, PARKS AND PLAYGROUNDS. EARMARK AREAS FOR TEMPLES, MOSQUES AND CHURCHES...

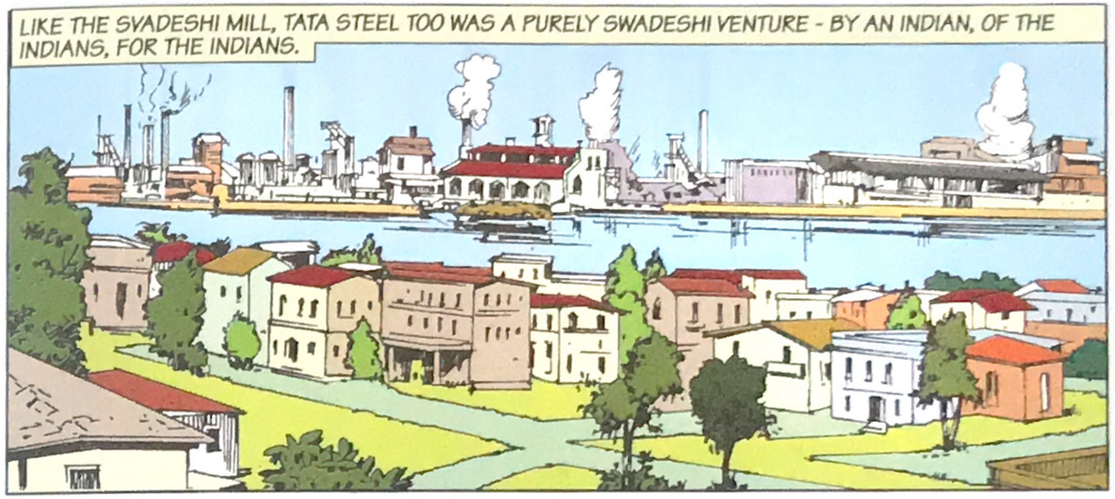
WITH HIS STEEL PROJECT IN PROGRESS, JAMSETJI WAS TOTALLY FOCUSSED ON IT.
I HAVE TO FIND SOMEONE TO MANAGE MY STEEL PLANT.

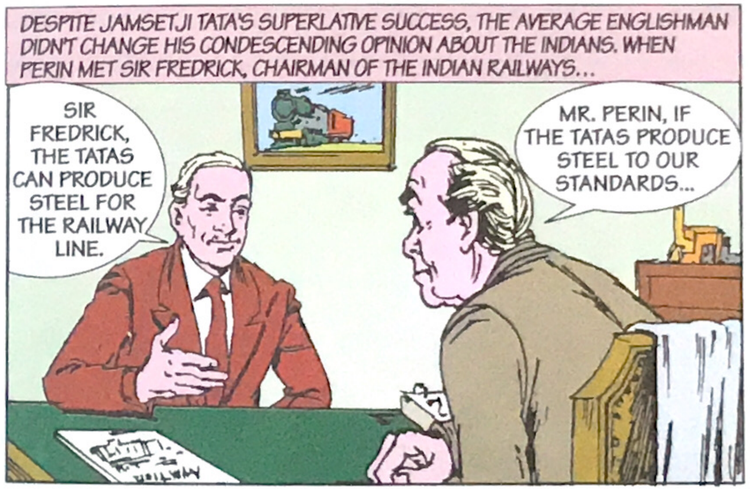

IN 1902, JAMSETJI FOUND HIS MAN IN CHARLES PERIN, A HARVARD GRADUATE IN METALLURGY.
MR. PERIN I WANT YOU TO BUILD MY STEEL PLANT.
SURE, MR. TATA.

THE FIRST STEEL PLANT IN INDIA. A STEP INTO THE UNKNOWN. NATURALLY THERE WAS SKEPTICISM.
TATA WILL NEED 20 MILLION POUND STERLING.
WHERE WILL HE FIND THAT KIND OF MONEY IN INDIA.


BUT, THE SKEPTICS HAD NO IDEA OF THE GOODWILL JAMSETJI HAD BUILT FOR THE TATAS. WHEN THE ISSUE FOR THE STEEL PLANT WAS LAUNCHED —
THERE ARE LONG QUEUES OF INVESTORS IN FRONT OF OUR OFFICE.

PEOPLE HAVE COME WITH CHAIRS AND TIFFIN BOXES. THEY ARE PREPARED FOR A LONG WAIT.


LIKE THE SVADESHI MILL, TATA STEEL TOO WAS A PURELY SWADESHI VENTURE - BY AN INDIAN, OF THE INDIANS, FOR THE INDIANS.

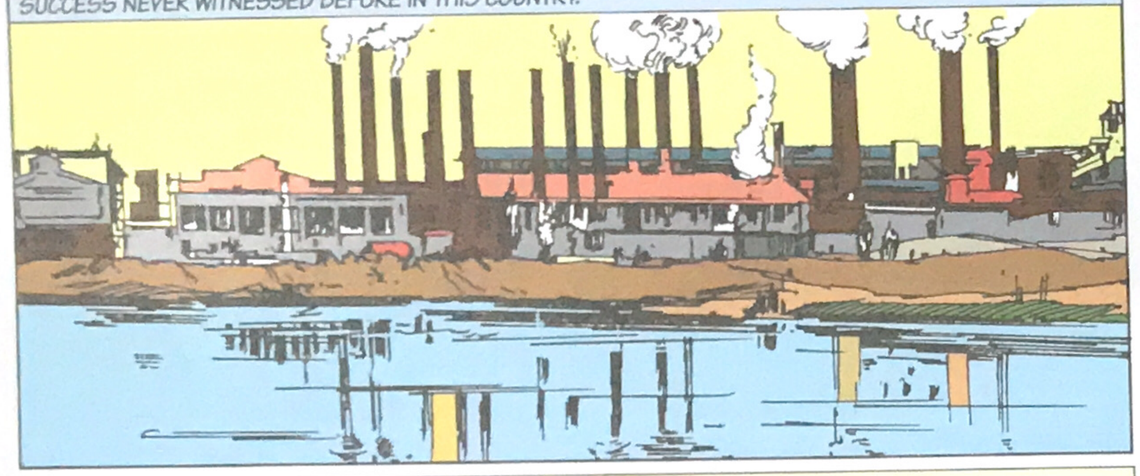

DESPITE JAMSETJI TATA'S SUPERLATIVE SUCCESS, THE AVERAGE ENGLISHMAN DIDN'T CHANGE HIS CONDESCENDING OPINION ABOUT THE INDIANS. WHEN PERIN MET SIR FREDRICK, CHAIRMAN OF THE INDIAN RAILWAYS...
SIR FREDRICK, THE TATAS CAN PRODUCE STEEL FOR THE RAILWAY LINE.
MR. PERIN, IF THE TATAS PRODUCE STEEL TO OUR STANDARDS...

...I PROMISE TO EAT EVERY POUND OF IT!!

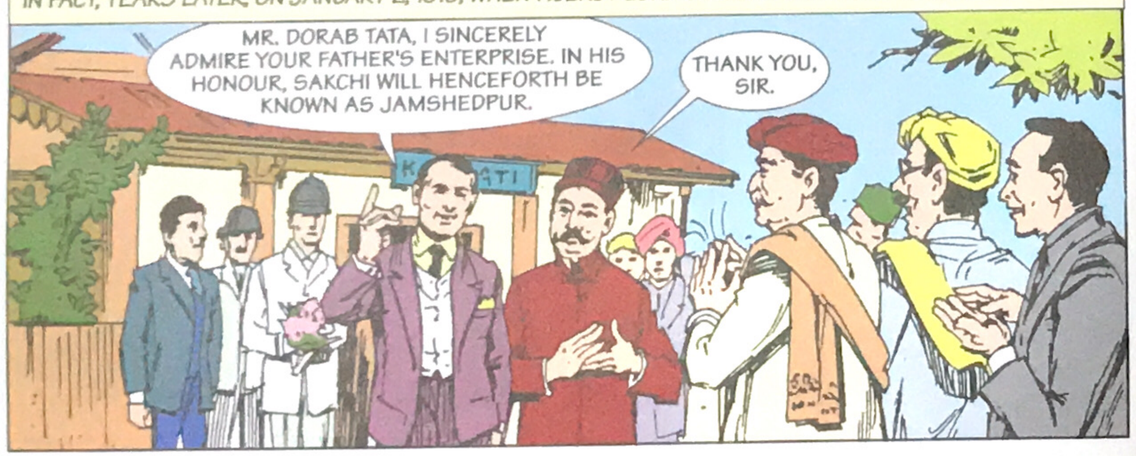
DESPITE THE RAILWAY CHAIRMAN'S SKEPTICISM, THE TATAS DID PRODUCE QUALITY STEEL, WHICH WAS USED BY THE BRITISH RAILWAYS.

WHEN TATA STEEL FOUND ACCEPTANCE BY THE RAILWAYS, DORAB TATA RECALLED SIR FREDRICK'S ACID REMARKS —
IF SIR FREDRICK WERE TO KEEP HIS WORD, HE SURE WOULD HAVE SOME SLIGHT INDIGESTION!

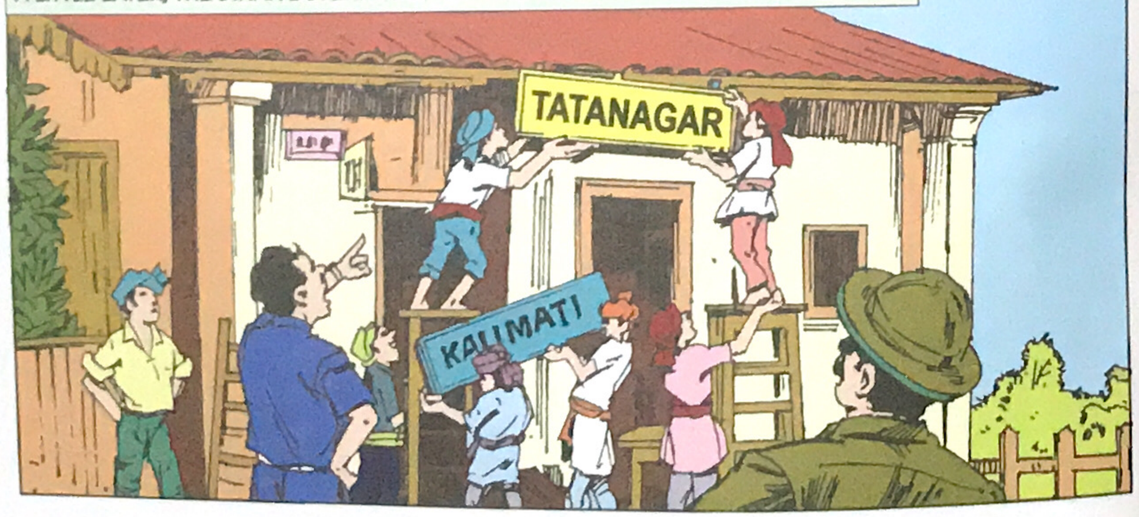
WHEN JAMSETJI HAD EMBARKED ON BUILDING HIS STEEL PLANT (WHICH CAME UP AFTER HE PASSED AWAY), NO ONE IN THEIR WILDEST DREAMS COULD HAVE IMAGINED ITS STUPENDOUS SUCCESS. A SUCCESS NEVER WITNESSED BEFORE IN THIS COUNTRY.



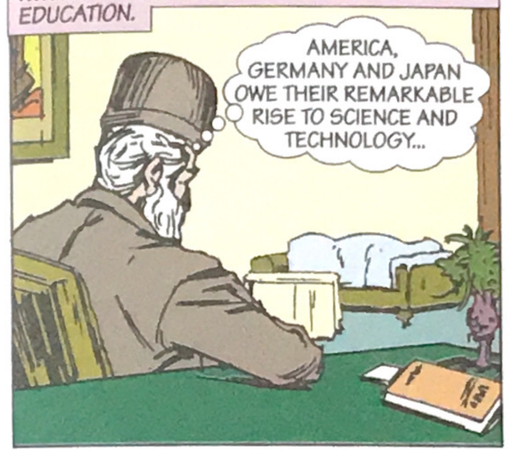
IN FACT, YEARS LATER, ON JANUARY 2, 1919, WHEN VICEROY LORD CHELMSFORD CAME TO VISIT THE PLANT—



A LITTLE LATER, THE BIHAR GOVERNMENT RENAMED KALIMATI AS TATANAGAR STATION.



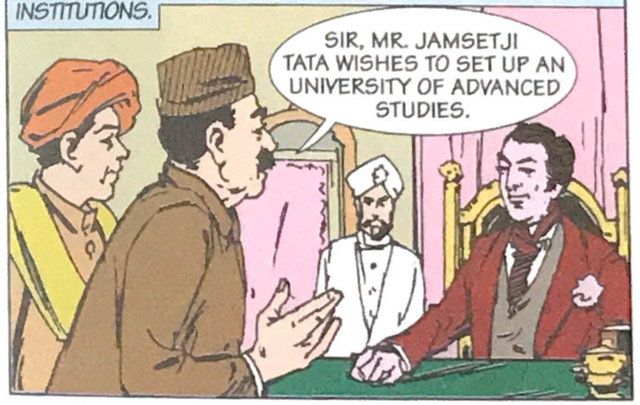
JAMSETJI WAS AWARE THAT INDUSTRIAL DEVELOPMENT CANNOT BE MANAGED WITHOUT THE SUPPORT OF MODERN SCIENTIFIC EDUCATION.



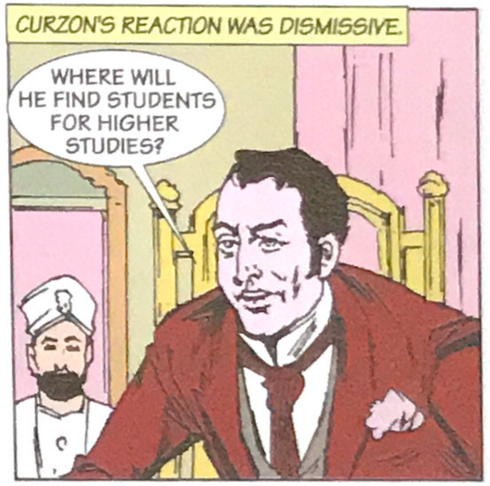
EARLIER, IN 1892, JAMSETJI FOUNDED THE J.N. TATA ENDOWMENT FUND FOR STUDENTS. YET HE DESIRED TO DO MUCH MORE IN THE FIELD OF EDUCATION.

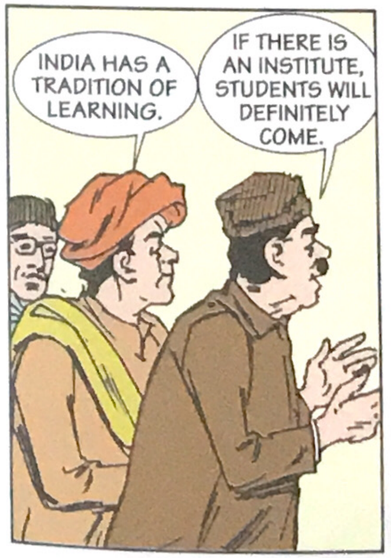
1892 WAS ALSO THE YEAR IN WHICH JAMSETJI'S YOUNGER SON, RATAN TATA, MARRIED NAJA SETH.

THE UNIVERSITY WAS JAMSETJI'S MOST CHERISHED DREAM. IN 1899, A DELEGATION MET VICEROY CURZON TO SEEK GOVERNMENT COOPERATION TO ENDOW SCIENCE RESEARCH INSTITUTIONS.

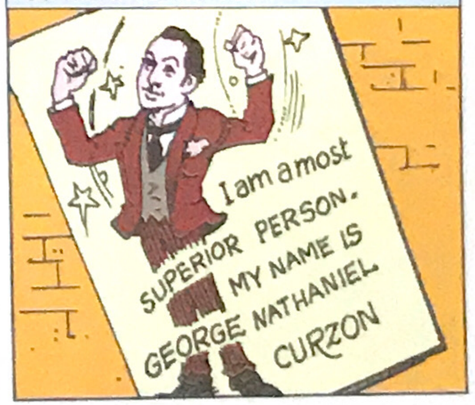


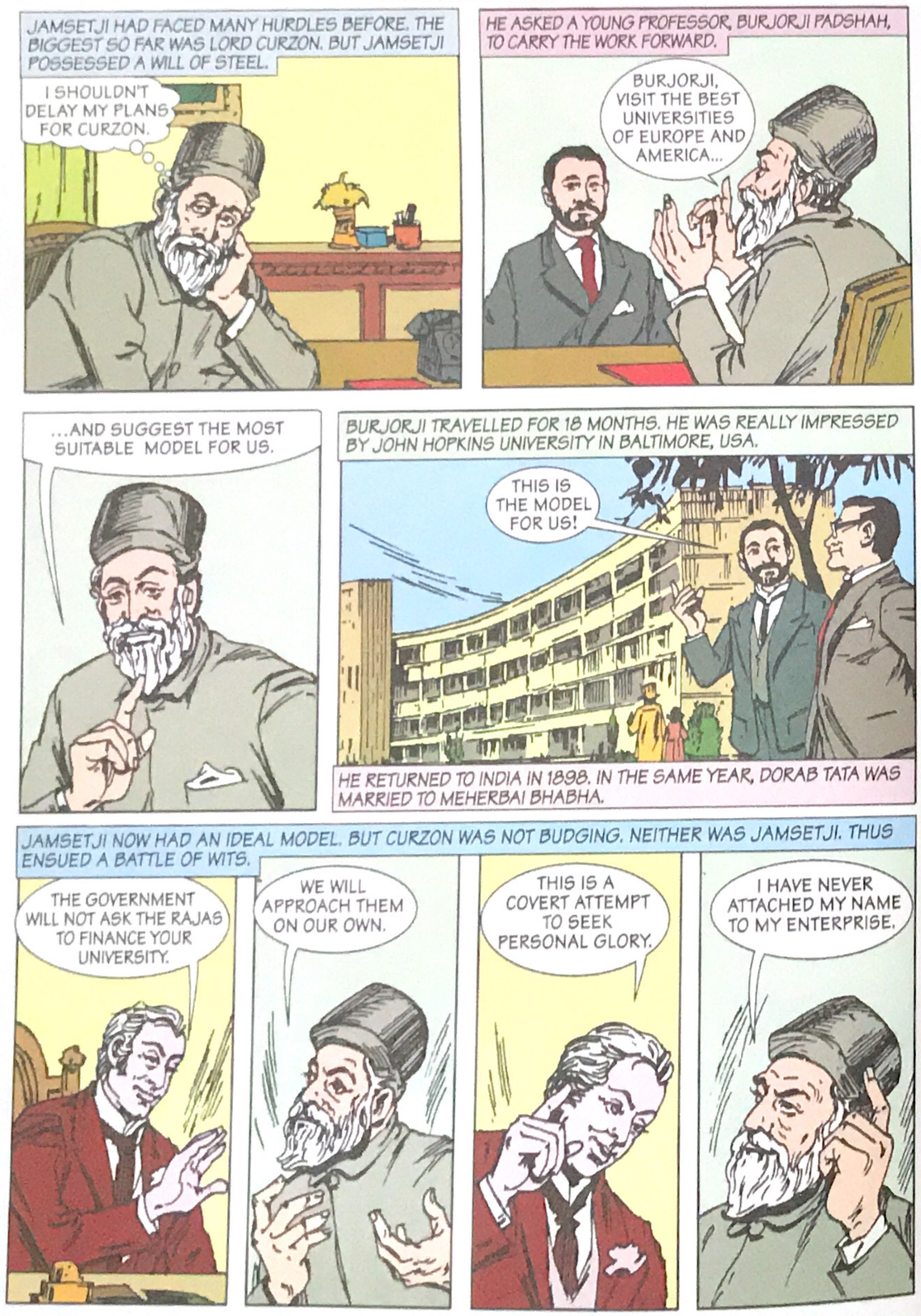
CURZON'S REACTION WAS DISMISSIVE.

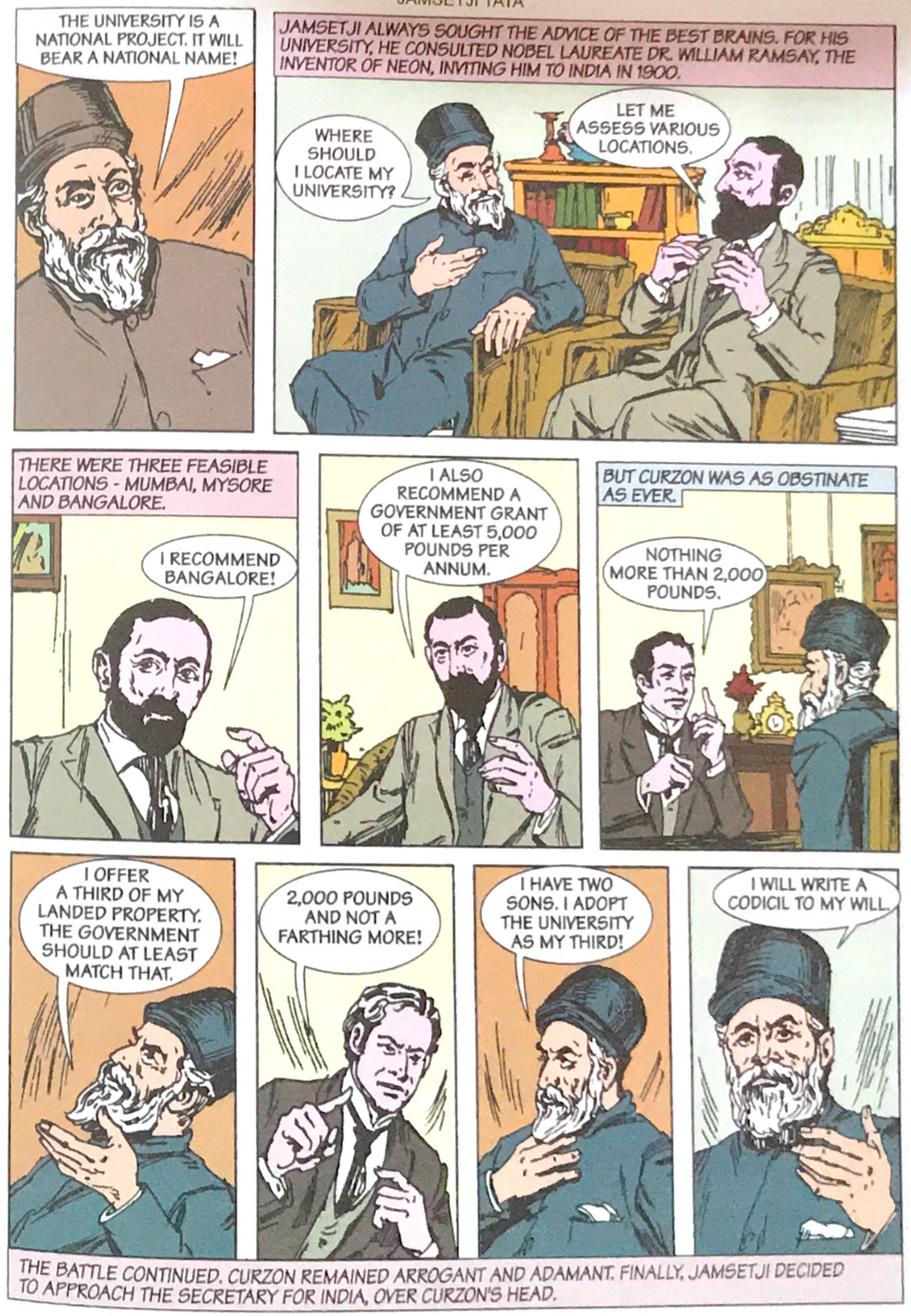


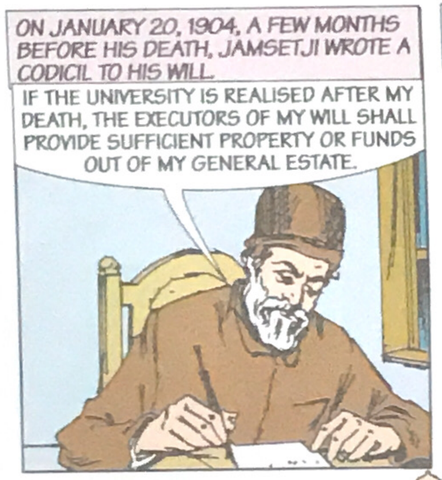


THE BRITISH WERE GENERALLY CONDESCENDING OF INDIANS, BUT CURZON WAS PARTICULARLY HAUGHTY. EVEN DURING HIS UNDERGRADUATE YEARS, HIS PEERS HAD THIS OPINION OF HIM —

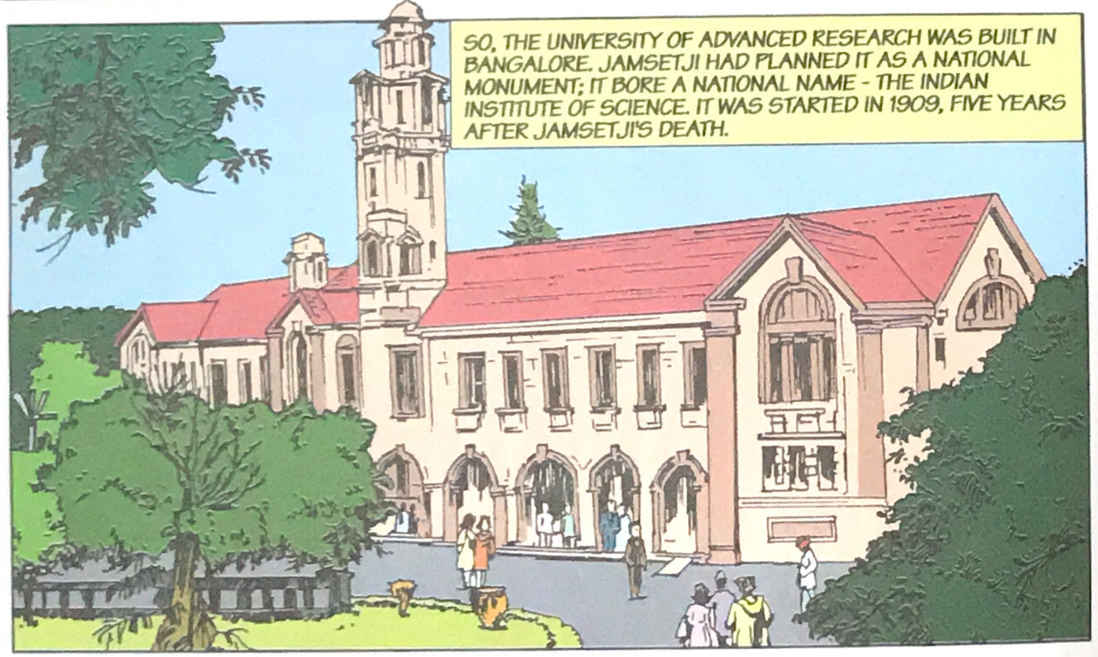


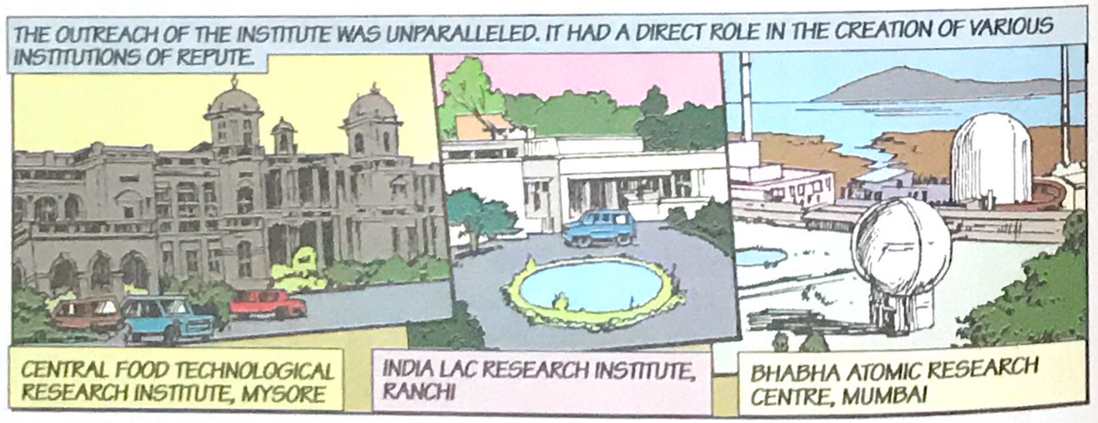

JAMSETJI HAD FACED MANY HURDLES BEFORE. THE BIGGEST SO FAR WAS LORD CURZON. BUT JAMSETJI POSSESSED A WILL OF STEEL.
I SHOULDN'T DELAY MY PLANS FOR CURZON.
HE ASKED A YOUNG PROFESSOR, BURJORJI PADSHAH, TO CARRY THE WORK FORWARD.
BURJORJI, VISIT THE BEST UNIVERSITIES OF EUROPE AND AMERICA...
...AND SUGGEST THE MOST SUITABLE MODEL FOR US.
BURJORJI TRAVELLED FOR 18 MONTHS. HE WAS REALLY IMPRESSED BY JOHN HOPKINS UNIVERSITY IN BALTIMORE, USA.
THIS IS THE MODEL FOR US!
HE RETURNED TO INDIA IN 1898. IN THE SAME YEAR, DORAB TATA WAS MARRIED TO MEHERBAI BHABHA.
JAMSETJI NOW HAD AN IDEAL MODEL. BUT CURZON WAS NOT BUDGING. NEITHER WAS JAMSETJI. THUS ENSUED A BATTLE OF WITS.
THE GOVERNMENT WILL NOT ASK THE RAJAS TO FINANCE YOUR UNIVERSITY.
WE WILL APPROACH THEM ON OUR OWN.
THIS IS A COVERT ATTEMPT TO SEEK PERSONAL GLORY.
I HAVE NEVER ATTACHED MY NAME TO MY ENTERPRISE.

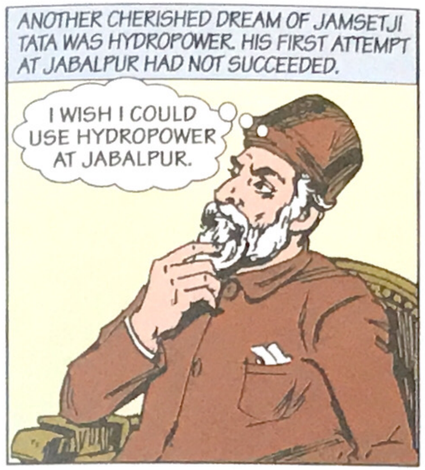

THE UNIVERSITY IS A NATIONAL PROJECT. IT WILL BEAR A NATIONAL NAME!
JAMSETJI ALWAYS SOUGHT THE ADVICE OF THE BEST BRAINS. FOR HIS UNIVERSITY, HE CONSULTED NOBEL LAUREATE DR. WILLIAM RAMSAY, THE INVENTOR OF NEON, INVITING HIM TO INDIA IN 1900.
WHERE SHOULD I LOCATE MY UNIVERSITY?
LET ME ASSESS VARIOUS LOCATIONS.
THERE WERE THREE FEASIBLE LOCATIONS - MUMBAI, MYSORE AND BANGALORE.
I RECOMMEND BANGALORE!
I ALSO RECOMMEND A GOVERNMENT GRANT OF AT LEAST 5,000 POUNDS PER ANNUM.
BUT CURZON WAS AS OBSTINATE AS EVER.
NOTHING MORE THAN 2,000 POUNDS.
I OFFER A THIRD OF MY LANDED PROPERTY. THE GOVERNMENT SHOULD AT LEAST MATCH THAT.
2,000 POUNDS AND NOT A FARTHING MORE!
I HAVE TWO SONS. I ADOPT THE UNIVERSITY AS MY THIRD!
I WILL WRITE A CODICIL TO MY WILL.
THE BATTLE CONTINUED. CURZON REMAINED ARROGANT AND ADAMANT. FINALLY, JAMSETJI DECIDED TO APPROACH THE SECRETARY FOR INDIA, OVER CURZON'S HEAD.


ON JANUARY 20, 1904, A FEW MONTHS BEFORE HIS DEATH, JAMSETJI WROTE A CODICIL TO HIS WILL.
IF THE UNIVERSITY IS REALISED AFTER MY DEATH, THE EXECUTORS OF MY WILL SHALL PROVIDE SUFFICIENT PROPERTY OR FUNDS OUT OF MY GENERAL ESTATE.

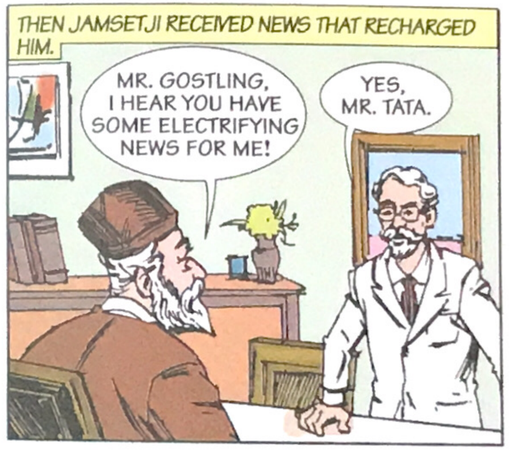
JAMSETJI'S PERSISTENT EFFORTS PREVAILED. CURZON EVENTUALLY RELENTED UNDER PRESSURE FROM HIGHER OFFICIALS IN LONDON.
ALL RIGHT, THE TATAS CAN BUILD THEIR UNIVERSITY.

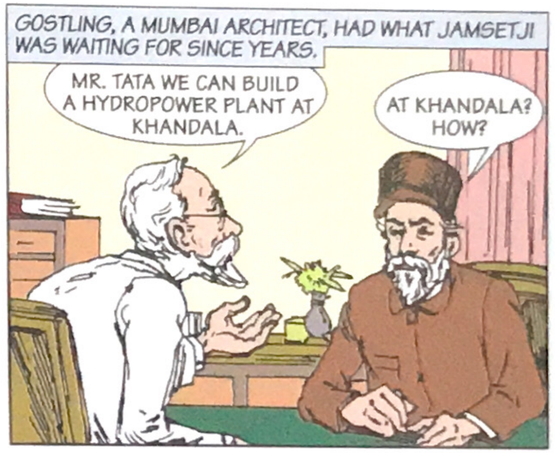

SO, THE UNIVERSITY OF ADVANCED RESEARCH WAS BUILT IN BANGALORE. JAMSETJI HAD PLANNED IT AS A NATIONAL MONUMENT; IT BORE A NATIONAL NAME - THE INDIAN INSTITUTE OF SCIENCE. IT WAS STARTED IN 1909, FIVE YEARS AFTER JAMSETJI'S DEATH.

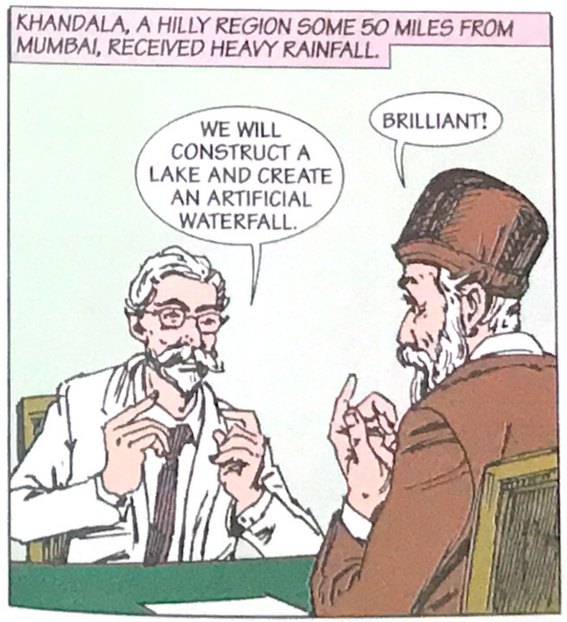

THE OUTREACH OF THE INSTITUTE WAS UNPARALLELED. IT HAD A DIRECT ROLE IN THE CREATION OF VARIOUS INSTITUTIONS OF REPUTE.
CENTRAL FOOD TECHNOLOGICAL RESEARCH INSTITUTE, MYSORE
INDIA LAC RESEARCH INSTITUTE, RANCHI
BHABHA ATOMIC RESEARCH CENTRE, MUMBAI

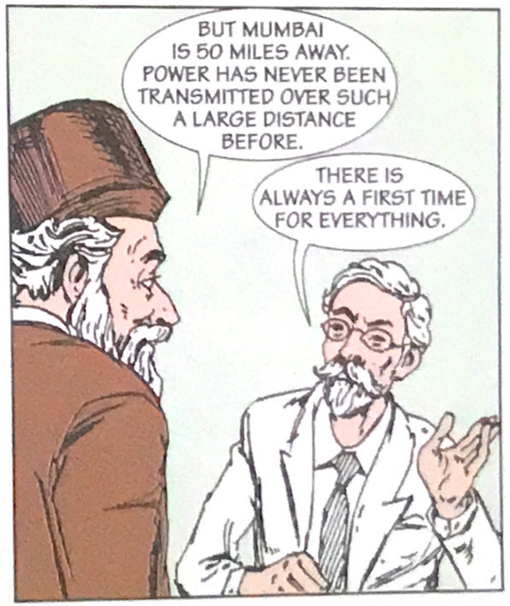

ANOTHER CHERISHED DREAM OF JAMSETJI TATA WAS HYDROPOWER. HIS FIRST ATTEMPT AT JABALPUR HAD NOT SUCCEEDED.
I WISH I COULD USE HYDROPOWER AT JABALPUR.

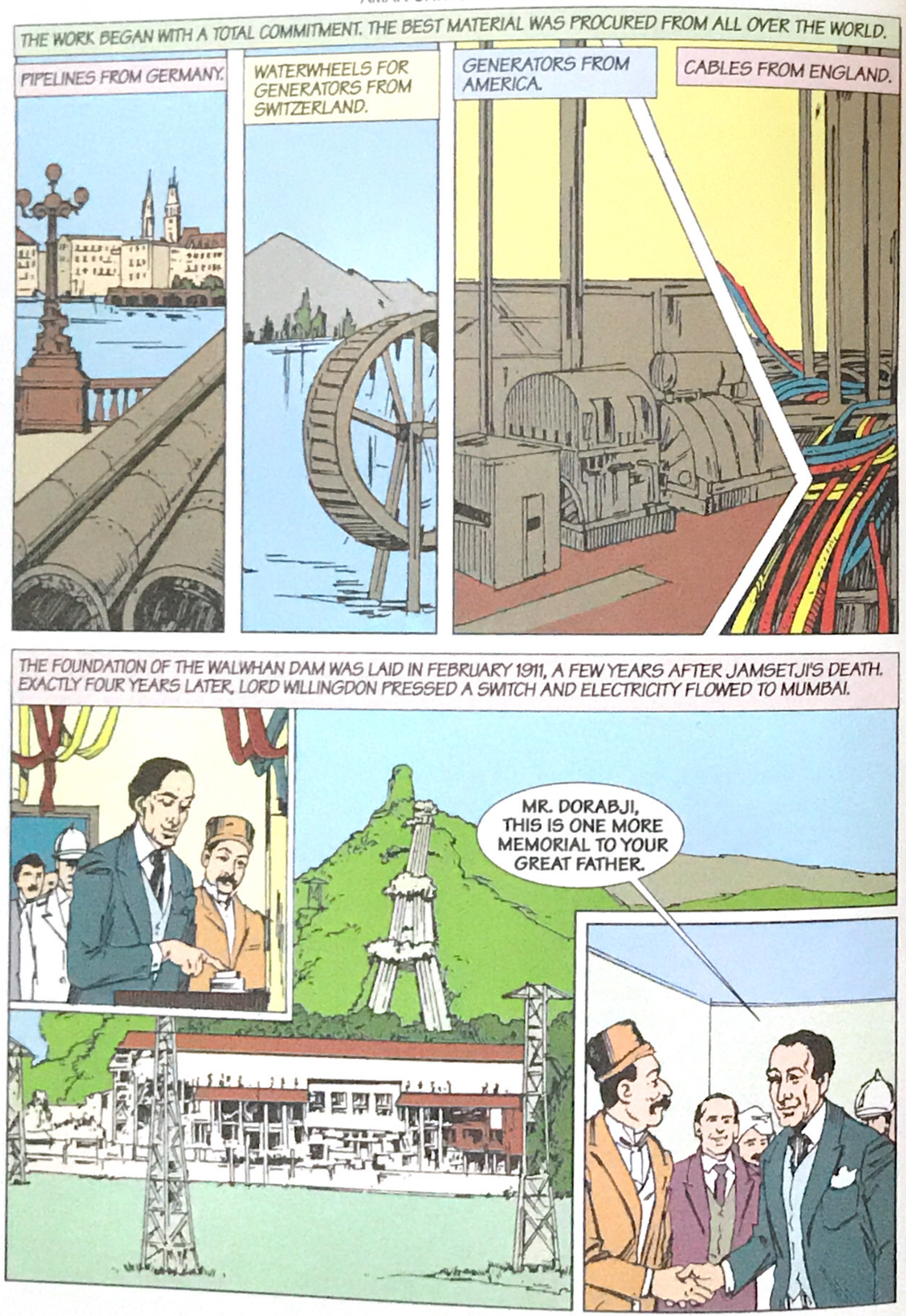
THE SECOND ATTEMPT WAS MADE AT GOA'S DUDHSAGAR FALLS. GOA WAS UNDER PORTUGUESE RULE AND MUMBAI UNDER THE BRITISH.
SORRY SIR, THE COORDINATION BETWEEN THE TWO GOVERNMENTS IS NOT POSSIBLE.
FAILURE ONCE AGAIN!

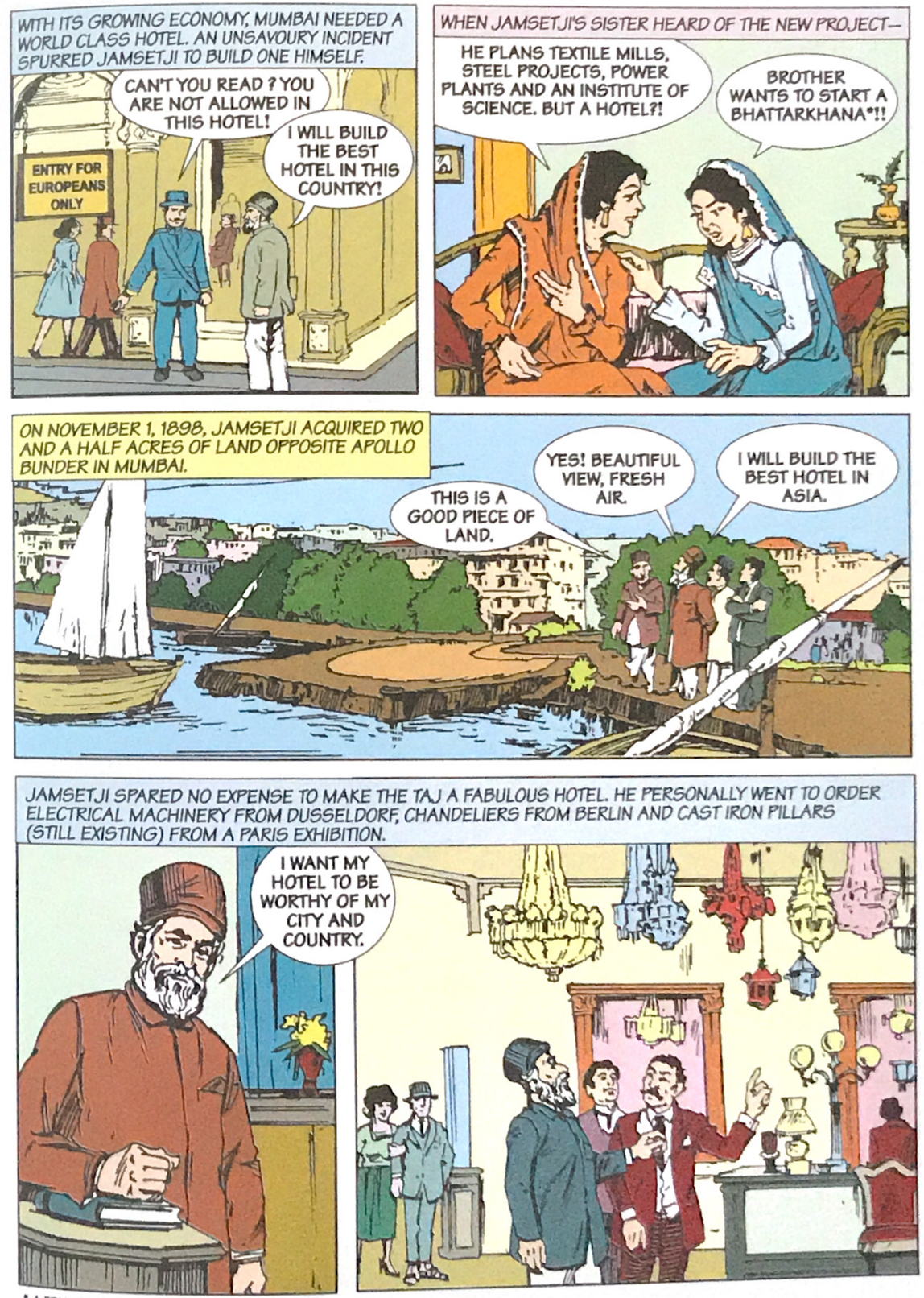

THEN JAMSETJI RECEIVED NEWS THAT RECHARGED HIM.
MR. GOSTLING, I HEAR YOU HAVE SOME ELECTRIFYING NEWS FOR ME!
YES, MR. TATA.


GOSTLING, A MUMBAI ARCHITECT, HAD WHAT JAMSETJI WAS WAITING FOR SINCE YEARS.
MR. TATA WE CAN BUILD A HYDROPOWER PLANT AT KHANDALA.
AT KHANDALA? HOW?


KHANDALA, A HILLY REGION SOME 50 MILES FROM MUMBAI, RECEIVED HEAVY RAINFALL.
WE WILL CONSTRUCT A LAKE AND CREATE AN ARTIFICIAL WATERFALL.
BRILLIANT!


BUT MUMBAI IS 50 MILES AWAY. POWER HAS NEVER BEEN TRANSMITTED OVER SUCH A LARGE DISTANCE BEFORE.
THERE IS ALWAYS A FIRST TIME FOR EVERYTHING.





* A "BHATTARKHANA" IS AN EATING JOINT. IN INDIA, MOST EATING PLACES ADDRESS THEMSELVES AS 'HOTELS'.

THE YEARS OF TOIL HAD AN ADVERSE EFFECT ON JAMSETJI'S HEALTH. AGE WAS CATCHING UP TO HIM.

HOW IS FATHER, DR. PARAKH?

NOT GOOD, DORAB. THE MEDICINES ARE NOT HELPING.

TRY TO KEEP HIM HAPPY.

NONE OF JAMSETJI'S DREAM PROJECTS HAD BEEN COMPLETED.

WE SHOULD PRE-PONE THE OPENING OF THE HOTEL.

YES, FATHER WILL SEE AT LEAST ONE OF HIS PROJECTS BEING COMPLETED.

THE TAJ MAHAL HOTEL BUILDING TOO WAS INCOMPLETE. ONLY ONE WING WAS READY. YET, IN 1903 -

FATHER, WE ARE PERFORMING THE OPENING CEREMONY OF THE TAJ TODAY.

BLESS YOU, DORAB.

FOR SEVERAL DECADES, THE TAJ REMAINED THE ONLY WORLD-CLASS HOTEL IN INDIA. IT HAS BEEN FEATURED IN A HUNDRED BOOKS. WORLD-RENOWNED PERSONALITIES HAVE ACCEPTED ITS HOSPITALITY.

SOMERSET MAUGHAM

LORD MOUNTBATTEN

BILL CLINTON

JAMSETJI NOW WAS 64. HIS HEALTH SHOWED NO SIGNS OF IMPROVEMENT.

DORAB, HE MAY RECOVER IN THE EQUITABLE CLIMATE OF EUROPE.

I WILL MAKE ARRANGEMENTS, DOCTOR.

JAMSETJI MOVED TO EUROPE FOR RECUPERATION.

HOW ARE YOU TODAY, MR. TATA?

FINE, SISTER.

THE EUROPEAN CLIMATE DID NOT HELP. YEARS OF HECTIC SCHEDULES, TRAVELS ACROSS THE WORLD, AND A RICH SPICY DIET WERE TAKING THEIR TOLL.

HE IS MUCH WORSE TODAY. CALL HIS SON.

YES, DOCTOR.

ON MARCH 3, 1904, JAMSETJI'S WIFE HEERABAI PASSED AWAY.

ON MAY 17, 1904, JAMSETJI CRIED OUT —

WHERE IS DORAB? WHERE IS DORAB?

A MESSAGE HAS BEEN SENT, MR. TATA.

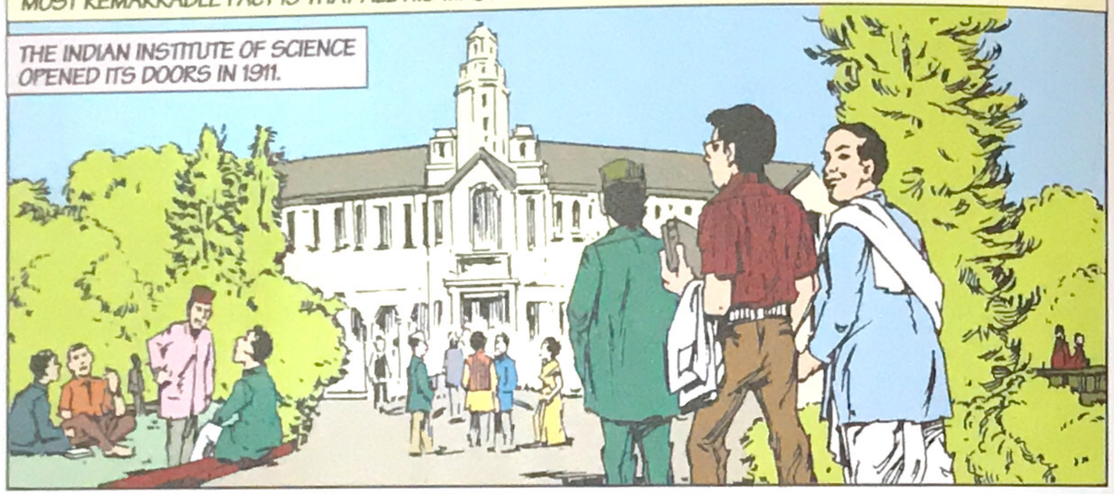
ON MAY 18, DORAB TATA AND HIS WIFE MEHERBAI, RUSHED TO JAMSETJI'S SIDE.

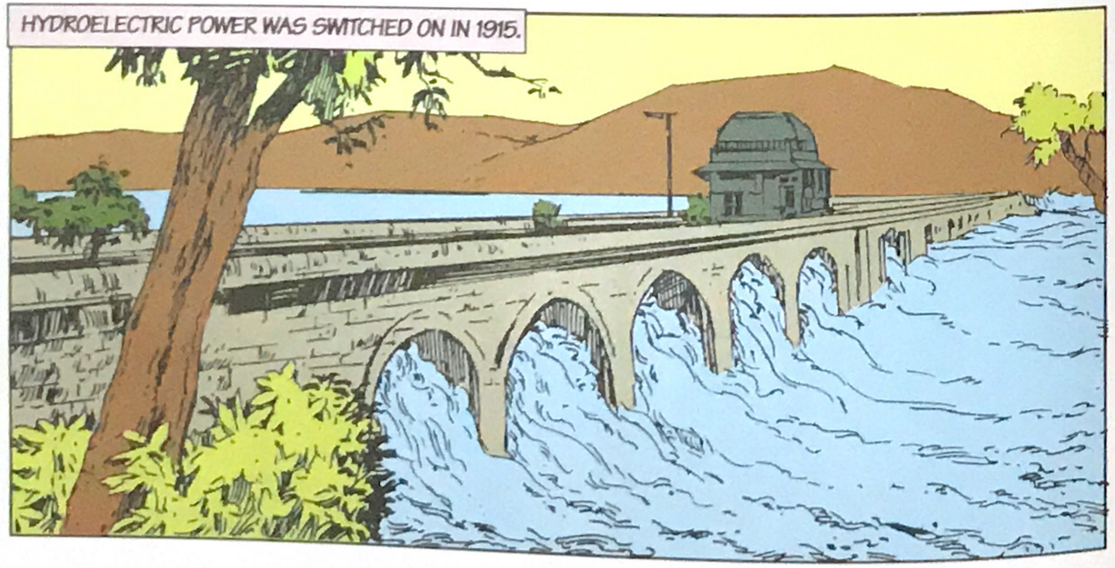
WHERE WERE YOU? WHERE?

I AM HERE, FATHER.

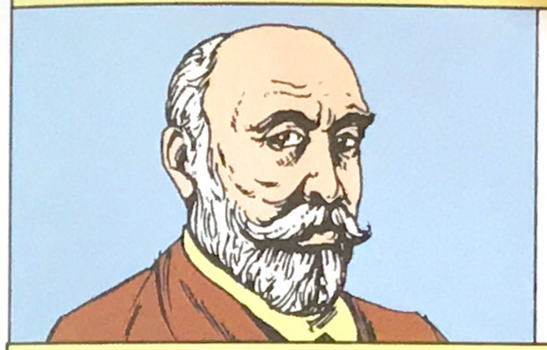
ON THE MORNING OF MAY 19, 1904, JAMSETJI TATA PASSED AWAY IN HIS SLEEP AT BAD NAUHEIM, GERMANY.

JAMSETJI WAS A THINKER, A PLANNER AND AN EXECUTOR OF HIS PLANS - A RARE COMBINATION. BUT THE MOST REMARKABLE FACT IS THAT ALL HIS MAJOR DREAMS WERE REALISED AFTER HIS DEATH.

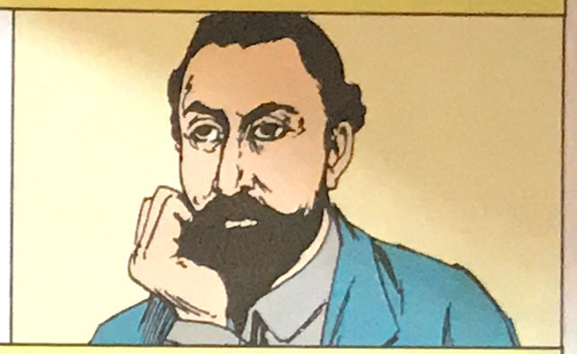




MANY PEOPLE DREAM, BUT HOW MANY CAN DREAM BEYOND THEIR LIFETIME? JAMSETJI'S DREAMS WERE REALISED EVEN AFTER HIS DEATH BECAUSE HE WAS A TRUE LEADER. A TRUE LEADER DOES NOT SIMPLY LEAD, BUT BUILDS A TEAM THAT CARRIES HIS MISSION FORWARD, EVEN WHEN HE IS NO MORE. PROMINENT AMONG THESE WERE —



DORABJI TATA



RATAN TATA

THE TWO SONS OF JAMSETJI TATA. SIR DORABJI TATA, KNIGHTED IN 1910, PLAYED A CRUCIAL ROLE IN REALISING JAMSETJI'S DREAMS AFTER HIS DEATH. SIR RATAN TATA, THE YOUNGER SON, WAS ENTRUSTED WITH JAMSETJI'S DREAM OF DEVELOPING MUMBAI. HE WAS KNIGHTED IN 1916.

BEZONJI MEHTA

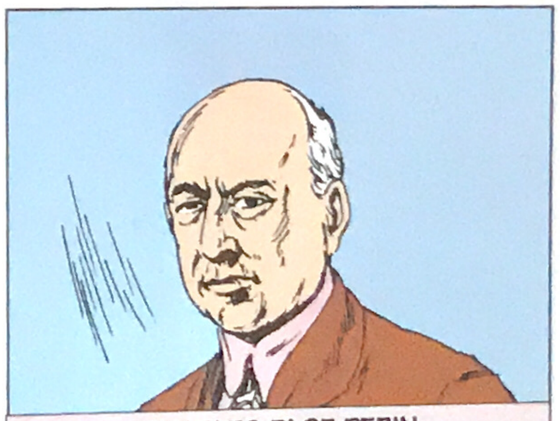
A SELF-MADE MAN. EXTREMELY CAPABLE ORGANISER AND MANAGER. HE FREED JAMSETJI FROM THE ONEROUS TASK OF RUNNING HIS MAJOR COTTON MILL, TO DREAM BIG.

R. D. TATA

JAMSETJI'S COUSIN (MATERNAL UNCLE'S SON AND J.R.D. TATA'S FATHER).
A FINANCIAL WIZARD. HE STOOD LIKE A ROCK WITH THE TATAS IN ALL HOURS OF NEED.

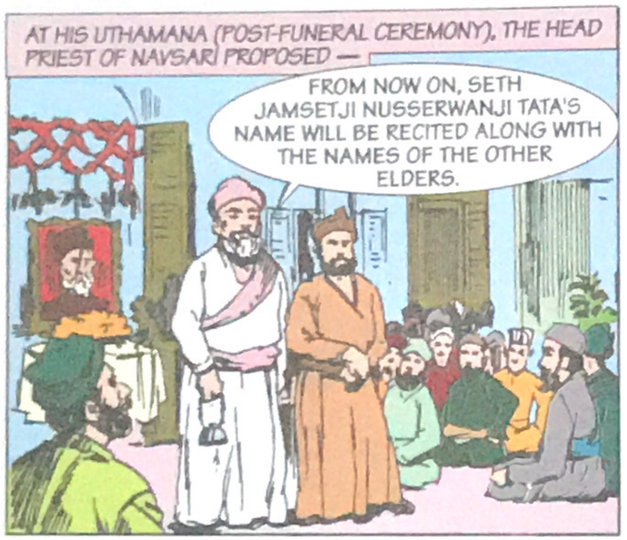
BURJORJI PADSHAH

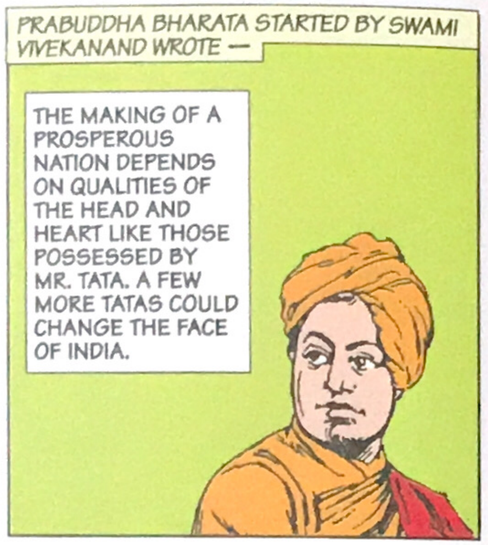
FEW MEN WERE MORE VALUABLE TO JAMSETJI THAN BURJORJI. HE WAS JAMSETJI'S MAIN ADVISOR AND AIDE

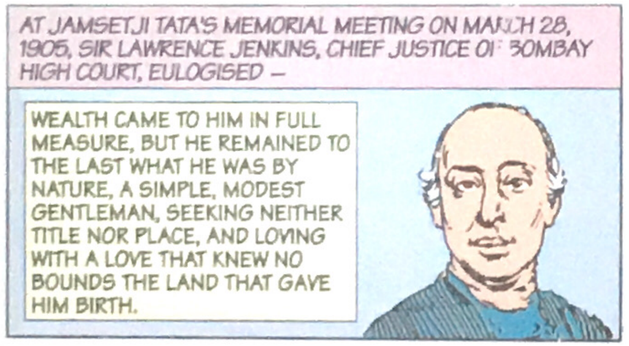


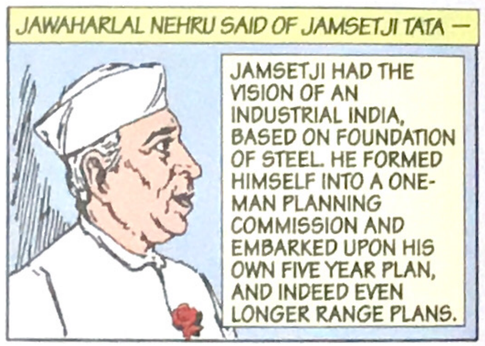
CHARLES PAGE PERIN

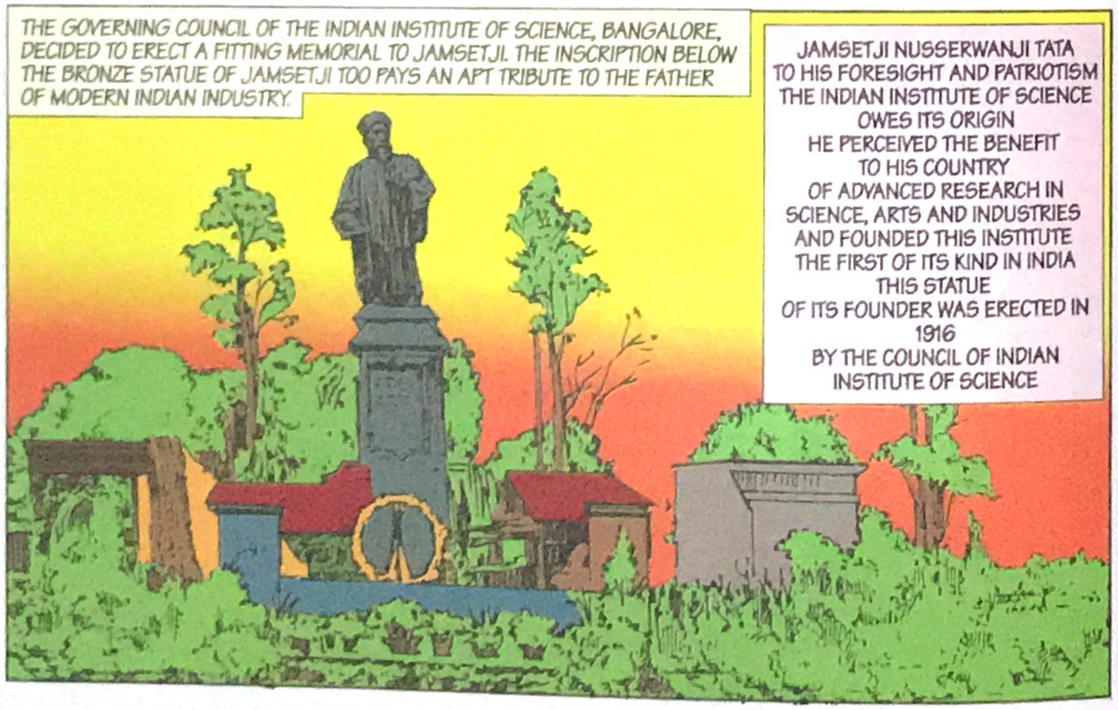
CONSULTING ENGINEER FOR THE TATA STEEL PLANT. THE KEY PERSON IN GETTING THE PLANT BUILT.











WHICH OF THE ACKs HAVE YOU STILL NOT READ?

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